



NORTH CAROLINA
RACE TO THE TOP
EARLY LEARNING CHALLENGE

Status Report — January – March 2016

Reform Area A: Successful State Systems

Project 1: Overall Grant Management

Description: This Project involves programmatic and fiscal management of the grant, evaluation, technical assistance, and statewide support for work in the Transformation Zone strategy.

Activity 1.1: Overall Grant Management

Description: This Activity involves programmatic and fiscal management and monitoring of the grant.

Key Accomplishments:

- Prepared and submitted NC's RTT-ELC 2015 Annual Performance Report.
- Planned and held the spring 2016 meeting of the NC Early Childhood Advisory Council, which featured a planning process to identify priorities for a NC early childhood action plan that will be available later this year. Continued to support the NC ECAC's project to document NC's federal and state investments in children birth through age 8, which will result in a report available later this year. Hired a consultant to work on this project.
- Continued work on a communications plan to highlight the impact of NC's RTT-ELC grant on advancing the State's early learning goals and to promote sustained progress, including:
 - Beginning the development of fact sheets for projects that can be distributed via newsletter, posted on website, and be made available to grant partners for distribution.
 - Continuing to update and build on NC RTT-ELC website for providing grant information.
- Held regular grant management staff meetings to coordinate efforts, problem-solve challenges, and support project implementation. Held regular communications committee meetings to continue implementation of communication strategies.
- Held monthly calls to communicate with the federal Race to the Top- Early Learning Challenge Grant (ELC) team about progress, challenges, and other issues, and provide presentations on grant projects.
- Conducted monthly/quarterly monitoring of all projects, and reviewed and enhanced monitoring processes. Reviewed final reports submitted from projects that ended in 2015.
- Managed budgets, tracked expenditures and processed payments. Closed out 2015 expenditures and revised project budgets, as needed, for 2016 and updated budgets in GRADS. Developed a federal amendment request to make needed budget revisions.



- Developed, managed and/or revised contracts and Memorandums of Agreement with participating agencies and contractors, as needed.
- Revised GRADS to reflect approved updates and corrections to the RTT-ELC Scope of Work.

Challenges: None to report this quarter.

Upcoming Tasks:

- Continue to support NC ECAC activities.
- Continue implementing a communications plan to document and highlight the success of the grant in North Carolina.
- Develop a federal amendment request for additional budget revisions to ensure the most effective use of funds as NC moves toward grant close-out.

Activity 1.2: Transformation Zone Support and Capacity Building

Description: The Transformation Zone is a system building initiative that includes a set of four counties (Beaufort, Chowan, Bertie and Hyde Counties) in Northeastern NC and representation from key human service state agencies working with young children. Working with the local and state teams, the effort emphasizes community infrastructure and capacity building around implementation science to support high quality implementation of selected evidence-based/informed strategies to improve outcomes for young children in the Transformation Zone (TZ).

Key Accomplishments:

- State-level:
 - Funder & Grant Administration work:
 - NIRN continues to support *NC Partnership for Children* in their efforts to expand organizational capacity to use Implementation Science best practices internally and with Local Partnerships for Children.
 - NIRN supports NCPC staff in convening, preparing and facilitating a small implementation team comprised of NCPC staff. This team met several times in the quarter to review unit responsibilities, identify overlaps and gaps, and identify opportunities to enhance NCPC implementation capacity. This Team was developed following our work with NCPC leadership in 2015.
 - The NCPC implementation team has communicated priorities and recommendations up to NCPC leaders who are considering them in light of other organizational priorities. These recommendations included regular time for the Implementation Team Facilitator to present recommendations to and receive feedback from NCPC Leadership.
 - NIRN provided intensive coaching in Implementation Science and change agent skills to the NCPC Coach Coordinator, so that she may support local Implementation Coaches in their knowledge and skill development. NIRN staff met weekly with Coach Coordinator during the first quarter as well as providing coaching as needed in response to emergent opportunities and challenges. This will continue through 2016.



- *Evaluation Team:* NIRN continues to join Evaluation Team meetings on a bi-weekly basis to provide feedback to Evaluation Team and receive updates.
- Purveyor work:
 - NIRN facilitated a meeting of Family Connects Staff with the county implementation coaches and Coach Coordinators to discuss improvements to data sharing with the county implementation and leadership teams. This helped coaches understand what Family Connects can provide, get an update on the progress of the programming the TZ and discuss options for increasing Leadership Team awareness of and support for Family Connects going forward. The latter is a priority for Family Connects given the end of funding December 31, 2016.
- County-level:
 - NIRN technical assistance is aligned with technical assistance plans developed in the fourth quarter of 2015. County level support during the first quarter of 2016 was responsive to emergent coach and team needs and was largely virtual, reflecting the reduced level of involvement envisioned in the grant.
 - For Bertie Co. technical assistance focused on planning for the development of a child identification plan linked to the Leadership Team's goal of increasing family awareness of and enrollment in available services.
 - For Chowan Co. support focused on supporting the Coach to manage overlapping and complementary program opportunities to maximize their impact for young children and families.
 - For Beaufort Co. support for the coach to most effectively support the multiple committees that are evolving out of the Leadership Team's strategic plan.
 - In Hyde Co. technical assistance focused on support for the Coach to engage and prepare new implementation team members to successfully participate.
 - Support for self-assessment and improvement included;
 - Per the 2016 Technical Assistance plan County, Capacity Assessments are scheduled for mid-2016 in Bertie and Chowan.

Challenges:

- State-level:
 - Funder work: No challenges identified to work with NCPC at this time.
 - Purveyor work: At this Implementation Stage, purveyor work is limited. No challenges identified at this time.
- County-level:
 - NIRN Support: Ensuring support focused on local leadership of and response to challenges, e.g. transitioning out of a more active technical assistance role, per NIRN's 2016 plan.
 - Cross-agency Coordination: Coordinating and aligning (where possible) technical assistance efforts across NIRN, NCPC and Able Change remains a priority. In the first quarter of 2016 this was not as challenging as in past.

Implementation

Spring 2016



Note: NIRN Access to program data (coverage, fidelity, outcomes) is limited at this stage of the project. This 'map' should be understood as an estimate based on what we have learned. Program data should be used to confirm as needed

Triple P

- **Key Activities:**
 - County Coordinators and Implementation Teams addressing challenges to service provision

CCHC

- **Key Activities :**
 - Developed Practice Profile
 - Developing an Implementing Agencies toolkit
 - New CCHCs providing services
 - New CCHC coach in place

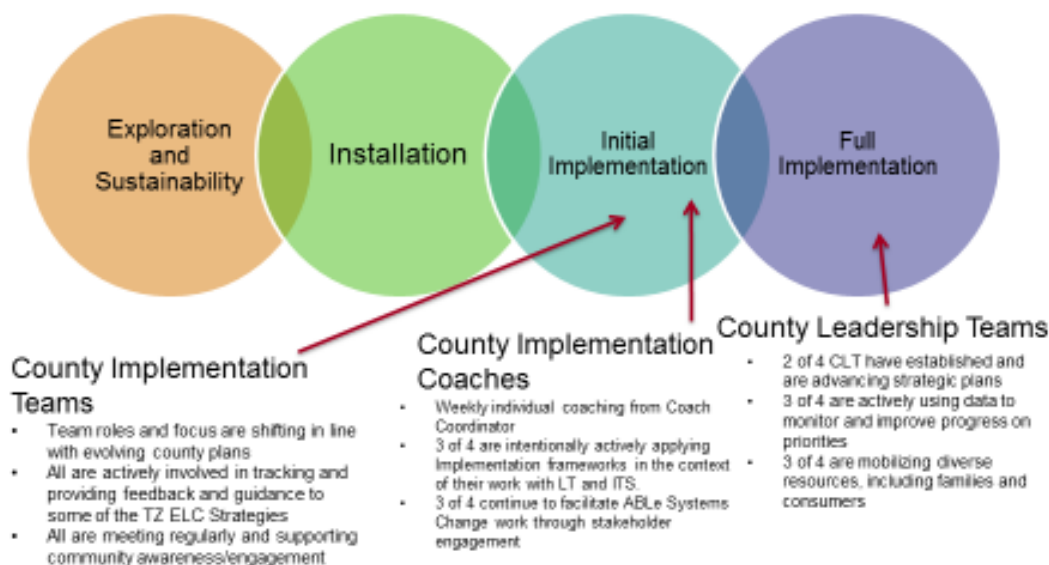
Literacy

- **Key Activities:**
 - ROR serving families in four counties
 - Story Exploring implemented in four counties
 - Counties continuing to seek other opportunities to implement other Motherread/Fatherread programs

Connects

- **Key Activities:**
 - Nurses & Nursing Supervisor serving families in all four counties with broad coverage and high model fidelity
 - Referral scope and follow through ('connections') are a priority focus

Implementation Continues (Spring 2016)



Next Steps:

- **State:**
 - NIRN will continue its work with NCPC to support implementation capacity development through individual coaching of NCPC staff and facilitation of NCPC group learning and application.
 - Attendance and participation in Evaluation team will continue.
 - NIRN will attend State Leadership Team meetings as invited/requested.
- **County:**
 - NIRN will work with NCPC to assess counties' current needs and goals for the remaining year of Transformation Zone funds. This will allow NCPC and NIRN to strategically target technical assistance efforts for county partners.
 - NIRN's county technical assistance will focus on:
 - County Capacity Assessments and facilitation for local county discussions related to infrastructure sustainability, and
 - Building County Leadership and Implementation Teams' capacity to use data as a part of feedback loops within the county and with state partners.

Activity 1.3: Evaluation

Description: This Activity provides a comprehensive evaluation of the Transformation Zone (TZ) Activities.

**Key Accomplishments:**

- Held regular staff meetings to discuss project activities.
- Facilitated Evaluation work group meetings on 1/19/16, 2/23/16, and 3/14/16.
- Completed data coding and analysis of meetings attended from 9/19/15 to 12/15/15, finalized newsletter, distributed to county coaches, funders, purveyors, local service providers, Evaluation Work Group, Pennie Foster-Fishman, and posted to the Active Implementation (AI) Hub and NC RTT-ELC website.
- Presented an evaluation update to RTT-ELC federal project officers and NC grants management team.
- Attended technical assistance planning conference calls with coaches and leaders in all four counties in February.
- Attended county leadership team meetings in all four counties in February.
- Conducted focus groups about sustainability with all four county leadership teams in March.
- Conducted focus group with Bertie implementation team in March.
- Attended TZ meetings: ELC planning, technical assistance planning, state leadership team, TZ coordination, Hyde Action Team, cross-county early literacy and coach team with Family Connects.
- Coded and analyzed data from meetings attended 1/1/16-2/29/16.
- Finalized coding of 15 interviews for case study of literacy strategies and began analysis of data.
- Provided specific feedback to NCPC, NIRN, ABLe and Grants Management about TZ findings.
- Reviewed ABLe Change Network Dropbox, NIRN document files, NC-ELC TZ Sakai site, and other informational documents.
- Monitored TZ Evaluation email account and responded as needed.

Challenges: None to report this quarter.

Upcoming Tasks:

- Continue attending ELC planning and TZ coordination meetings.
- Draft, finalize and distribute final newsletter of findings from meetings attended 1/1/16-2/29/16.
- Facilitate Evaluation work group meetings on 4/21/16, 5/19/16 and 6/16/16.
- Complete analysis of literacy strategy case study data and write report.
- Conduct remaining focus groups with county implementation teams and write report.
- Interview coaches and state leaders.
- Continue to provide feedback to TZ Evaluation leadership and stakeholders on findings/recommendations.
- Continue document review of ABLe Dropbox, NIRN materials, and NC-ELC TZ Sakai site.
- Continue to monitor TZ Evaluation email account and respond as needed.

Activity 1.4: RTT-ELC Technical Assistance (TA) Reserve

Description: Utilize TA funds to support the successful implementation of NC's RTT-ELC work; TA activities will be determined by mutual agreement between NC and federal team.

Key Accomplishments: None to report this quarter



Challenges: None to report this quarter.

Upcoming Tasks:

- Provide support for grant management and grant partners for upcoming conferences.

Project 18: Partnership Initiatives - The North Carolina Partnership for Children, Inc. (NCPC)

Description: This Project will support six strategies that will be implemented through the statewide network of local partnerships established by Smart Start.

Activity 18.1 Leaders Collaborative/Learning Community

Description: This Activity will engage local Smart Start partnerships to implement community-based initiatives that support the state ELC goals.

Key Accomplishments:

- The final and cumulative (2012-2015) evaluation for Cohort IV was completed with case studies from Cabarrus and Franklin/Granville/Vance county partnerships. The Final Evaluation is posted on the NC RTT-ELC Website on the [Leaders Collaborative/Learning Community page](#).
- Progress has continued on the rollout of the fabrikONE e-learning engagement tool. NCPC is now officially partnering with Zero to Three to offer their Knowledge and Knowhow on Child Well-Being series on fabrikONE for NC early childhood learners. A sustainability model for fabrikONE was reviewed externally by the Frank Hawkins Kenan Institute at the University of North Carolina and a marketing and communications plan is being implemented for fabrikONE platform.
- The RFP was released to acquire the services of a qualified contractor to co-design, prepare content, guide the work and facilitate three Leaders Collaborative Alumni System Leadership Retreats, utilizing the theories, tools, and practices from trainings received by alumni over the last five years with the goal to leverage the strengths of the alumni leaders, to apply what was learned during their cohort toward the identification of cross-system priorities for the Smart Start network.
- The NC Northeast Leaders Collaborative, sponsored by DPH through the Early Childhood Comprehensive Systems (ECCS) Grant has held two sessions with a cohort from Edgecombe, Halifax, Hertford and Northampton counties, focusing on early childhood content in the frame of Collective Impact, Asset-Based Community Development, and Results-Based Accountability™.

Challenges: None to report this quarter.

Upcoming tasks:

- Leaders Collaborative and fabrikONE presentations will be conducted at the National Smart Start Conference in May 2016 and at the National BUILD Conference in July 2016.
- Continue to pursue services of a qualified contractor to co-design, prepare content, guide the work and facilitate three Leaders Collaborative Alumni System Leadership Retreats.



Activity 18.2: Transformation Zone Implementation Team

Description: This Activity will provide the local community-building and support needed to effectively implement high-quality programs and practices in the Transformation Zone.

Key Accomplishments:

- Implementation and Systems Level Work: A key focus for this quarter has been around sustainability planning discussions at both the local and state level. A key accomplishment.
 - Technical Assistance Planning – Through a highly collaborative planning process, NCPC, NIRN, ABLe, and the county teams have developed a multilayered technical assistance plan that is unique for each county for 2016. Implementation of various components of those plans has begun. To ensure maximum effectiveness and efficiency of the coordination and implementation of the developed plan, coordination calls between NCPC, NIRN, and ABLe have continued monthly.
 - Data- As county teams have become more focused on sustainability of programs and other Transformation Zone efforts, data discussions have become more prevalent within meeting agenda items. Strategy related data has been used by some teams to problem solve at a strategy level in an effort salvage strategy efforts in some instances while increasingly working to improve efforts associated with other strategies in other instances. Hence, data is being used to identify gaps and to work collaboratively to address them. At other times data is being used to determine strategy fit for a county and whether there is a need to sustain a strategy beyond the life of the grant. In some counties, data sharing is occurring between some agencies represented on the county teams in an effort to identify and plan for needs within the counties while some counties are sharing data in an effort to prepare for future funding requests. Additionally, system scan data is still being collected in some counties, while in one county the results of the system scan has taken an active role in the counties strategic plan. Both NIRN and ABLe plan to continue to encourage the effective use of data as technical assistance is provided to counties in this final year of the grant.
 - Stakeholder Engagement- Several counties have expanded stakeholder engagement during this quarter, though in diverse ways. Beaufort has commissioned a literacy task force and a housing and homeless task force, which has provided an opportunity to engage some stakeholders who have not been engaged in the TZ work in the past. In Chowan, new stakeholders have joined the leadership team. In addition, as an action from the visioning work that started last fall, a parent group was started this quarter. In Hyde, stakeholder engagement was broadened with the expansion of both the implementation team and the leadership team. Additionally, as an action from the visioning work that started in the fall, an action team was started.
 - Policy-Practice Feedback Loops- The efforts around two way communication between the state and county partners that was initiated last quarter continued in this quarter. Leadership teams provided feedback that was combined with the feedback collected during the December 2nd meeting/conference call between NCPC and some county stakeholders. Summaries of the responses were created and shared with the State Leadership Team at their February meeting.
 - Sustainability Efforts- NCPC has provided the county conveners with the elements to consider when planning for sustainability as strategic plans with sustainability elements are due to NCPC in September. The elements to consider are: systems building (including community systems scan, visioning, strategic planning and ongoing action-oriented team work); implementation science; cross sector infrastructure; critical programs; and



community wide focus on school readiness. Discussions around one or more of the elements have occurred on a regular basis at monthly leadership team meetings in each county.

- **Communications:** The NCPC Communications Team completed a full plan for TA to all counties. This included working with NIRN and ABL Change to coordinate trainings, as well as participating in individual planning calls with each county to ensure TA aligned with needs of leadership. With the TA plan in place, early planning has already begun including collateral development for Beaufort County, a communications and messaging audit for Chowan, and a focus group session with Bertie.

Challenges: None to report this quarter.

Upcoming Task:

- Implement various components of the technical assistance plans
- Develop core messaging portfolios for Bertie and Beaufort.
- Develop public awareness campaign for Chowan.
- Create and conduct trainings for all counties.

Activity 18.3: Transformation Zone Early Literacy

Description: This Activity will provide strategies (including Motherread and Reach Out and Read) to improve early literacy in the Transformation Zone.

Key Accomplishments:

- NCPC has completed contract documents for full RTT Early Literacy funding to the transformation zone counties for the final year of the grant.
- Counties continue to strategize about how to leverage collaboration with other community partners to message the importance of early literacy:
 - In Chowan, through their community discussions about literacy, they are looking at potential Motherread/Fatheread sites at the local DSS office and a local laundry mat.
 - In Beaufort, they continue to leverage many “touchpoints” with families to offer literacy information and resources. As an example, they have set up literacy rich waiting rooms in family service agencies around the county and have provided family literacy information to the Family Connects nurses to share with new parents.
 - NCPC provided additional information during the February 10, 2016 Reach Out and Read (ROR) Project Coordinator call around early literacy messaging.
- The TZ Early Literacy Coordinators have been sent an invitation to attend the ROR Carolinas and NCPC Smart Start ROR networking lunch in April, which will follow each of the ROR Carolinas Regional Literacy Summits (Hickory 4/11, Greenville 4/12, and Chapel Hill 4/13).
- In-person, cross-county TZ Early Literacy Meetings are held with the Literacy Coordinators, county support staff, literacy purveyors, NCPC, the contracted evaluator, and Transformation Zone Implementation coaches every other month to help support implementation practice and provide a networking forum. The next scheduled in-person, cross-county meeting is scheduled for May 24, 2016.
- A TZ Cross-County Early Literacy meeting was held on February 18, 2016 in Williamston:
 - Counties provided presentations about current implementation status, recruitment and retention strategies for both families and implementation sites, and innovative ways they



are connecting with other community resources to increase program awareness, referrals, and sustainability.

- Motherhead and NCPC discussed Motherhead/Fatheread and BABY allowable adaptations and best practices for recruitment and retention of participants.
- Counties presented current challenges and the larger team provided ideas to try. While challenges continue to be around recruitment and retention of participants, counties are clearly seeing program awareness continue to grow.
- The TZ Early Literacy evaluator will be completing on-site interviews in the TZ counties this spring to help better understand successes and challenges of implementation.
- Each TZ County is actively implementing ROR and Story Exploring.
- Chowan, Bertie, and Beaufort are actively implementing Motherhead/Fatheread.
- While each county has identified potential B.A.B.Y. sites, there has been limited implementation success of B.A.B.Y., with series only offered in Beaufort and Chowan.
- Counties continue to look at non-traditional Motherhead/Fatheread and B.A.B.Y. implementation sites.
 - In Chowan, they are considering offering a class at a local laundry mat.
 - Bertie is considering adding a nutrition class at the end of their Motherhead/Fatheread classes to recruit more families.
 - In Beaufort, they are now offering a B.A.B.Y. class at one of their ROR sites, Washington Pediatrics.
 - Hyde is considering offering information sessions at several preschools to provide parents/caregivers with information on available classes and encourage recruitment.
- Updated output data for First Quarter 2016 will be submitted by the TZ counties on April 15th.

Challenges:

- There is both a challenge and opportunity to work with the TZ counties to determine how to continue occasional cross-county gatherings beyond the RTT grant period as they have built a community of practice. NCPC will be exploring a possible online learning community forum as a means to share information beyond the RTT grant. NCPC will also assess who may be a natural leader within the TZ to coordinate quarterly or bi-annual cross-county networking opportunities.

Upcoming Tasks:

- A new round of Motherhead curricula trainings will be held this spring.
- The TZ Early Literacy evaluator will be scheduling on-site visits this spring.



Reform Area B: High-Quality, Accountable Programs

Project 4: Promoting Participation in Revised Tiered Quality Rating and Improvement System (TQRIS) - Division of Child Development and Early Education (DCDEE)

Description: This Project has three main goals: revise the TQRIS, provide support to religious and public school ELDS that are currently exempt from TQRIS so that they can participate in TQRIS, and convene a Task Force to discuss the appropriateness and feasibility of licensing and regulating part-day Early Learning and Development (ELD) programs and family child care providers with fewer than three children.

Activity 4.1: Revising TQRIS

Description: This Activity involves revising NC's Star Rated License, also known as the Tiered Quality Rating and Improvement System, to include a more rigorous set of standards and to better differentiate among the different star ratings.

Key Accomplishments:

- Continued coordination between the TQRIS Validation Study and the Program Quality Measure, including timeline, comparison measures, and data sharing.
- Concluded child/family recruitment, concluded child outcome (pre) data collection.

Challenges: None to report this quarter.

Upcoming Tasks:

- Continue meetings between Validation Study and Program Quality Measure.
- Continue data collection that began on November 15th.

Activity 4.2: Professional Development Bonus Program

Description: This Activity will offer Incentives to ELD programs that implement certain policies and practices related to staff professional development.

Key Accomplishments: (CCRI)

- To date 297 applications have been received to review.

Challenges: None to report this quarter.

Upcoming Tasks:

- Statewide promotional efforts for the PD Bonus Award activity and process applications.
- Distribute online and collect results from survey to all applications to measure the participants' satisfactions level with administering the PD Bonus Award Activity.



Activity 4.3: Support to Enter the TQRIS

Description: This Activity provides technical assistance and mini-grants to bring unlicensed public school and faith-based ELD programs into the TQRIS.

Key Accomplishments:

- This project is completed. The final report is posted on the page [“Support to Enter NC’s Star Rated License” on the RTT-ELC Website.](#)

Challenges:

- None to report this quarter.

Activity 4.4: Task Force on Licensure

Description: DCDEE will work with all fourteen CCR&R Lead Agencies to identify a part-day preschool and a family/ friend/ neighbor care provider to interview about the licensing process.

Key Accomplishments:

- This project is completed and the report is posted on the [“Task Force on Licensure” page on the NC RTT-ELC website.](#)

Project 5: New Program Quality Measurement Tool - Division of Child Development and Early Education (DCDEE)

Description: *This project will create a new measurement tool that addresses important aspects of quality related to child outcomes and may be used in a TQRIS. NC will lead a consortium of states to develop and pilot-test the new quality assessment tool.*

Activity 5.1: Program Quality Measure Development

Key Accomplishments:

- New Program Quality Measure now called EQuIPS – Early Childhood Quality Improvement Pathways System.
- Coordinated with the NC Rated License Assessment Project (NCRLAP) to assign assessors to conduct observations using comparison measures.
- Completed observational assessments for 26 programs.
- Hired new assessors, one for EQuIPS observations, one for comparison measures, and one for EQuIPS document review and interviews. All assessors completed training on appropriate measures.
- Assessors participated in Infant and Toddler CLASS trainings.
- NC EQuIPS anchors completed reliability checks for NC EQuIPS assessors.
- Finalized project procedures.
- Transferred all documents to website.

Challenges:

- Timeline for hiring and training assessors.
- Scheduling interviews with classroom teachers.



- Receiving documents from programs.

Upcoming Tasks:

- Finalized document review and interview portion of the measure.
- Train project staff on interview protocol.
- Train assessors to conduct interviews.
- Train assessors to conduct document review.
- Coordinate document review for FCCH's with Delaware.
- Continue scheduling program visits.
- Continue asking programs for documents.
- Align current measure with practice profiles for both centers and FCCHs.
- Continue to enter data into website.

Project 6: Increase Access to High Quality Early Learning and Development Programs (ELDs) - Division of Child Development and Early Education (DCDEE)

Description: *This Project includes four activities to increase child access to high quality early learning and development programs.*

Activity 6.1: Support for 3 or More Stars

Description: This Activity will support one and two star programs toward attaining a three star or higher rating.

Key Accomplishments:

- This project is completed. The final report is posted on the [“Support for Improving Star Rating” page of the NC RTT-ELC website.](#)

Activity 6.2: 4 -5 Star Infant Toddler Slots in the Transformation Zone

Description: This Activity will create more subsidized Infant/Toddler slots in 4 and 5 star programs in the Transformation Zone with support from an Infant-Toddler Specialist.

Key Accomplishments:

- The Project “Infant-Toddler Expansion in the Transformation Zone” is completed. The final report is posted on the [“High Quality \(4 – 5 Star\) Infant and Toddler Programs in the Transformation Zone” page on the NC RTT-ELC website.](#)
- 4 – 5 Star Infant Toddler CLASS Supports is continuing through December 2016. This activity will expand the capacity to utilize the CLASS assessment tool for both infants as well as for toddlers. Current contract funds will be used to support staff members to attend the CLASS Infant Observer Training and the CLASS Toddler Observer Training. Once certified as observers, staff will complete training to become affiliate trainers on both Infant and Toddler CLASS. Observer training will be offered statewide by the affiliate trainer through the CCR&R System in order to increase the number of certified CLASS observers.



- 25 Infant Toddler Specialists and CCR&R TA staff members were trained on the Infant CLASS in January.
- This was the first ever affiliate Infant CLASS training offered in the US.
- Participants in the January Infant CLASS are completing certification testing.
- Two study groups for the January cohort were completed via conference call.
- Testing for the January cohort will be completed in March.

Challenges:

- Infant CLASS tool is most difficult due to specialist having to change lens from routine and ritual to infant response and engagement. It will take time and practice.

Upcoming Tasks:

- Registration for new cohorts is being developed and will begin in March.

Activity 6.3: Part Day Infant Toddler Program in Transformation Zone (NC Babies First or NCB1)

Description: This Activity will create a high-quality part day program for high need infants and toddlers in the Transformation Zone with support from an Infant-Toddler Specialist.

Key Accomplishments:

- Beaufort County: 37 attending at end of month (all double slot; 3 receiving transportation).
- Presented an update to the Beaufort County Implementation Team at their March meeting.

Challenges: None to report this quarter.

Upcoming Tasks:

- Provide TA support to current NCB1 sites. Continue ITERS-R mock assessments of classrooms to ensure ongoing quality of care.
- Organize Administrator Community of Practice.
- Work with 2015 added programs on continuing to implement Creative Curriculum GOLD and Parent Involvement pieces.

Project 7: TQRIS Validation – Division of Child Development and Early Education (DCDEE)

Description: TQRIS Validation will conduct studies to provide information about how best to revise the TQRIS so that the tiers meaningfully differentiate levels of quality in ELD programs that correspond to changes in children's progress.

Activity 7.1: TQRIS Validation Study**Key Accomplishments**

- The FPG team participated in 5 DCDEE-Child Trends-FPG project meeting calls to discuss plans for upcoming project tasks and the status of recruitment throughout the Quarter.
- Of the 176 Child Care Centers and 70 Family Child Care Homes that agreed to participate, 154 Child Care Centers and 46 Family Child Care Homes remain.



- Classroom observations continued. 419 (211 CLASS and 208 Environment Rating Scale) observations were completed by February 29th.
- Director interviews and documentation review continued. 61 FPG interviews and 58 Program Administration Scale/Business Administration Scale interviews were completed by February 29th.

Challenges:

- Due to adverse weather and subsequent program closings/delays, classroom observations and interviews may need to be extended beyond March 15th deadline.

Upcoming Tasks:

- Continue classroom observations.
- Continue with director interviews.
- Begin spring child assessment.

Project 12: Compensation and Retention – Division of Child Development and Early Education (DCDEE)

Description: This Project will fund the WAGE\$[®] salary supplement in the 17 counties that were eligible to apply for Transformation Zone status, as well as expanded TEACH scholarships in those 17 counties and additional TEACH scholarships statewide.

Activity 12.2.7 – Infant Toddler Specialist in the Transformation Zone**This Activity has been completed.**

- A qualified Infant-Toddler Program Specialist was hired and trained to develop and provide coursework for NC-FITC (Foundations of Infant and Toddler Care) Scholarship.

Project 16: Family Engagement – Department of Public Instruction (DPI)

Description: This Project will assist the Head Start Collaboration Office in working with local Head Start programs to serve as regional hubs for coaching, mentoring, and technical assistance to other child care programs in their service area for the purpose of strengthening family engagement activities.

Key Accomplishment: This Project has been completed. The final report is posted to the [“Family Engagement” page of the NC RTT-ELC Website](#).

Project 18: Partnership Initiatives – The North Carolina Partnership for Children, Inc. (NCPC)

Description: This Project will support six strategies that will be implemented through the statewide network of local partnerships established by Smart Start.

Activity 18.4: Faith Summits

Description: This Activity is designed to reach out to faith-based child care programs to raise awareness about the importance of early childhood and to learn about those associated with ELD programs to discuss and support their possible inclusion in the TQRIS system.

**Key Accomplishments:**

- This project is completed and the Final Evaluation Report is posted on the [“Faith Summit” page of the NC RTT-ELC website](#).
- Final analysis of the impact of the Faith Summit project was delivered during first quarter 2016. NCPC analyzed the data on GS-110’s from across the state. Ten centers that were unlicensed GS-110’s before the Faith Summits in October 2013 had become star rated facilities by December 2015. Eight of the ten sites achieved a 4- or 5-star rated license and two achieved a 3-star license. There is no way of knowing if these 10 programs were influenced solely by Faith Summits. Early care and education providers and others attended Faith Summits from across regional areas statewide.

Reform Area C: Promoting Early Learning and Development Outcomes for Children

Project 8: Enhanced Professional Development – Division of Child Development and Early Education (DCDEE)

Description: This Project includes three strategies to enhance NC’s professional development.

Activity 8.1: Choosing & Using an Appropriate Curriculum & Instructional Assessment

Description: This Activity will allow a CEU-bearing course on Choosing and Using an Appropriate Curriculum and Instructional Assessment.

Key Accomplishments:

This Activity has been completed.

- This activity concluded in December of 2012, and Child Care Resource & Referral Agencies are now providing the training to child care providers in each of the 14 regions of the state through activity 8.3.

Activity 8.3: Child Care Resource & Referral (CCR&R) Enhancement

Description: This Activity will support the Child Care Resource and Referral system to improve access to and the quality of professional development, coaching, mentoring, and technical assistance services through multiple strategies, including aligning efforts with the revised ELD standards, delivering new courses, and creating Communities of Practice to support quality improvement.

Key Accomplishments:

- *NC Foundations of Early Learning and Development* was offered 3 times for a total of 36 participants.



- *Cultural Competence* .5 CEU was offered 1 time for a total of 4 participants.
- For sustainability, trainings are being prepared for delivery through DCDEE's online platform, Moodle.

Challenges:

- None have been reported at this time.

Upcoming Tasks:

- Continue to offer courses.

Project 9: Early Learning and Development Standards – Division of Child Development and Early Education (DCDEE)

Description: *This project assists with the revision of NC's Early Learning and Development Standards (ELDS), or "Foundations", and develops training and professional development for early childhood educators.*

Activity 9.1: ELDS Foundations Revised

Description: This Activity will revise and roll-out (including training), new Early Learning and Development Standards.

This Activity has been completed. The new early learning and development standards, *NC Foundations for Early Learning and Development* is posted to the ["NC Foundations for Early Learning and Development" page on the NC RTT-ELC website.](#)

Key Accomplishments:

- Although this activity is completed, we printed and began distribution of an additional 50,000 copies of the document to meet the high demand.
- In addition, work began to convert *Foundations* into eBook format to make it more easily accessible.

Activity 9.2: ELDS CEU and Professional Development

Description: This Activity will develop professional development materials and provide train-the-trainer sessions to support the early childhood workforce in its understanding and use of the revised ELD standards.

Key Accomplishments:

- This Activity is completed. The final report is posted to [the "Foundations Continuing Education Units and Professional Development" page](#) of the NC RTT-ELC website.



Activity 9.11: Develop an advanced level CEU online training module on revised ELDS with a focus on emotional/social development and family engagement.

Key Accomplishments:

- Contract established to develop incorporate family engagement and early childhood mental health competencies into the development of an advanced level training.
- Continued work of incorporating Head Start/Early Head Start work with the Family Engagement Project (Project 16) into the advanced training.
- Contract extension paperwork completed and submitted.
- Modules 2 –7 production completed.
- Module 1 revisions completed.
- Project director made connections with DCDEE for Moodle conversion.
- Planning for stakeholder review meeting is underway.
- Facilitated connections with early childhood mental health professionals to support the work.
- Preparation for piloting.

Challenges:

- Contracting process is slow.
- Delays in access to Moodle.

Upcoming Tasks:

- Continue contract revision to include work to incorporate early childhood mental health competencies into the training modules.

Activity 9.2.12: Develop and online intermediate level CEU course on *Foundations*.

Key Accomplishments:

- Began steps to initiate the contract.

Challenges:

- Contracting process is slow.

Upcoming Tasks:

- Finalize contract and begin development of training modules.

Activity 8.7: Contract with a qualified constituent university to develop a blueprint for implementing a statewide system of evidence-based professional development for NC's early education and care workforce, in support of the CCDF State Plan.

Key Accomplishments:

- Gained necessary approvals to move forward with project.

**Challenges:**

- None to report this quarter.

Next steps:

- Post RFP and establish contract.

Project 15: K-3 Assessment – Department of Public Instruction (DPI)

Description: This Project will revise the NC K-3 Assessment to include all school readiness domains and provide information on children's skills when they enter kindergarten.

Activity 15.1: Develop/revise K-3 Assessment to include a Kindergarten Entry Assessment and extend through third grade.**Key Accomplishments:**

- NC K-3 Formative Assessment Project (NC K-3 FAP) Usability and Content Validity Study launched and includes 8 participating Lead Education Agencies. Each Lead Education Agency (LEA) includes Kindergarten through Third grade teachers and elementary school principals as well as support staff.
- Created a Professional Development online platform environment.
- Intense ongoing NC K-3 FAP Regional Implementation Team support to all LEA District Implementation Teams in preparation for the 2016-2017 school year.
- Created and maintained a requirements matrix to ensure all online platform enhancements, functionality, and fixes are tracked and monitored.
- Scheduled ongoing weekly product working review sessions.
- Restructured Steering Committee participation to include field representation including Consultants.
- Successful online platform data integration for K-3 Usability and Content Validity Study participants.
- Construct revisions completed.
- Hired a Business Analyst and Communications Manager.

Challenges:

- Strengthening and supporting the Implementation Science structure-State Implementation Teams, Regional Implementation Teams, District Implementation Teams, Individual School Implementation Teams.
- Enhancements, fixes, and functionality of technology requires intense oversight.
- Technology Help Desk support requires ongoing monitoring and technical assistance from DPI staff.
- Current assessments within LEA's vary and the implementation of a new assessment process requires LEA commitment.
- Consistent and accurate field communications.
- Time to understand and implement at the building/classroom level.
- The NC K-3 FAP is an evolving process which generates regular change.

**Upcoming Tasks:**

- On- going support to all implementation teams for KEA and Usability and Content Validity Districts.
- Create webinars and support documents for implementation of process and platform.
- Assist the platform vendor with Help Desk transition to new team.
- Execute improvement and enhancements of the online platform as tracked in requirements matrix.

Activity 15.2: Using Data to Improve Classroom Instruction**Key Accomplishments:**

- Amended the existing contract through 12-31-2016 to provide targeted support to Aulander elementary school in Bertie County and East End elementary school in Martin County.

Challenges: None to report this quarter.

Upcoming Tasks:

- Intense ongoing onsite technical assistance to enhance environments and classroom practices.
- Development of an Administrative walk-through tool to support principals understanding of early education classroom environments.
- Ongoing support of the implementation of formative assessment in the classroom.

(Repeated) Project 16: Family Engagement (see page 15).

Project 17: Family Strengthening – Division of Public Health (DPH)

Description: *This Project will provide Family Strengthening Initiatives in the Transformation Zone.*

Activity 17.1: Family Connects

Description: This Activity will provide home visiting, screening, referral, and other services in the Transformation Zone (TZ).

Key Accomplishments:

- Contracts for implementation of Family Connects with Albemarle Regional Health Services, Beaufort County Health Departments and Hyde County Health Department were renewed for June 1 – December 31, 2016.
- The TA contract with Center for Child and Family Health, for Family Connects purveyor support was renewed for January 1 – December 31, 2016, which includes an evaluation project with the Center for Child and Family Policy.



**Family Connects Northeast Region, North Carolina:
Monthly and Quarterly Activities Report**

Table 1. Quarterly Population Report / Scheduling Report – Overall and by County

Birth month 2016	Total eligible births by county residence (N)	Total eligible births scheduled for home visit (N)	Scheduled in hospital (N)	Scheduled by telephone/other* (N)
January	48	35	4	31
Beaufort	25	19	4	15
Bertie	11	8	-	8
Chowan	11	8	-	8
Hyde	1	0	-	-
February	54	43	7	36
Beaufort	23	19	6	13
Bertie	13	12	-	12
Chowan	9	4	-	4
Hyde	9	8	1	7
March	37	35	7	28
Beaufort	20	19	7	12
Bertie	8	7	-	7
Chowan	8	8	-	8
Hyde	1	1	-	1
Total for Quarter	139	113	18	95
Beaufort	68	57	17	40
Bertie	32	27	-	27
Chowan	28	20	-	20
Hyde	11	9	1	8

* Includes scheduling contacts that fall under "other": website, self-referral by phone, etc.



Table 2. Quarterly Activities Report – Overall and by Month

Birth Month	Total pre-IHV Home Visits Completed (N)	Total IHVs Completed (N)	Total post-IHV Home Visits Completed (N)	#IHVs with ≥ 1 Referral (N)	Total # Referrals Made (N)
2016					
January	14	37	6	19	42
Beaufort	14	18	4	14	31
Bertie	-	8	-	1	1
Chowan	-	9	1	5	6
Hyde	-	2	1	1	4
February	11	31	16	20	55
Beaufort	9	15	12	13	36
Bertie	-	7	-	2	2
Chowan	-	5	1	2	7
Hyde	2	4	3	3	10
March	10	40	14	19	40
Beaufort	9	20	6	11	25
Bertie	1	12	3	3	4
Chowan	-	4	2	3	8
Hyde	-	4	3	2	3
Total for Quarter	35	108	45	60	137
Beaufort	32	53	22	38	92
Bertie	1	27	9	6	7
Chowan	-	18	7	10	21
Hyde	2	10	7	6	17

Table 3. Post-Visit Contacts – Quarterly Summary

Quarter	# PVC Cases Assigned in Quarter (N)	# PVC Calls Completed in Quarter (N)	# Referral Outcomes Assessed (N)	% Referrals Contacted	% Referrals with Services Received
1st Quarter, 2016	176	76	167	122 91%	115 86%

Table 4. Most Frequent Nurse Referrals to Services/Resources*



County	Agency	Count
Beaufort	Pediatrician	12
	OBGYN	9
	Beaufort County Health Department	8
	Coastal Pregnancy Center	7
	Beaufort County Department of Social Services	7
	WIC (Women, Infants & Children)	5
	Care Coordination 4 Children (CC4C)	5
	Specialist	3
	Quitline NC	2
	Child Care Resource & Referral	2
	Beaufort/Hyde Partnership for Children	2
	Easter Seals UCP (CPP for Beaufort & Hyde Co.)	2
	ECU Family Practice	2
	Tideland Psychiatric Services (Washington)	2
	Children's Developmental Services Agency	2
Bertie	OBGYN	4
	Bertie County Job Links	1
	Pediatrician	1
	Port Human Services	1
Chowan	OBGYN	7



County	Agency	Count
	Pediatrician	2
	Chowan County Department of Social Services	2
	Albemarle Hopeline	2
	Care Coordination 4 Children (CC4C)	2
	Incredible Years program	1
	Lactation consultant at Chowan Hospital	1
	Fire Department	1
	Port Human Services	1
	WIC (Women, Infants & Children)	1
	Parents As Teachers-Beaufort County	1
Hyde	Hyde County Department of Social Services	3
	WIC (Women, Infants & Children)	2
	Hyde County Health Department	2
	OBGYN	2
	The Salvation Army - Beaufort County	1
	Pediatrician	1
	Parents As Teachers-Hyde County	1
	Mobile Crisis	1
	Hyde County Hotline	1
	Coastal Pregnancy Center	1



County	Agency	Count
	Care Coordination 4 Children (CC4C)	1
	Easter Seals UCP (CPP for Beaufort & Hyde Co.)	1

- Beaufort single referrals not listed.
- *Comprehensive list of referrals by county available upon request
- **Agencies ordered by frequency of nurse referrals within county.

Challenges:

- To retain TZ Family Connects staff through the end of the project. Attrition is always anticipated when a grant is ending.
- No parties currently involved in TZ Family Connects have expressed interested in maintaining the program past December 31, 2016 in the Transformation Zone.

Upcoming Tasks:

- Hold a budget meeting with DPH and DCDEE Budget Offices Represented to reconcile invoices and payments for Family Connects services. Family Connects is fully funded through December 31, 2016. It is anticipated that staff will remain until that point.
- DPH and the Center for Child and Family Health call to coordinate reporting and monitoring.
- Develop a close-out process for the Family Connects grant project, ending December 31, 2016.

Activity 17.2: Positive Parenting Program (Triple P)

Description: The Triple P Program, an evidence based family strengthening program, is designed to meet the needs of families with many programs and options available to them. Triple P will be working with the Transformation Zone to develop programming.

Key Accomplishments:

1. The no-cost extension for Triple P has been approved, providing carryforward funding until May 31, 2016. The January-May Agreement Addenda has been executed to extend serviced to May 31, 2016. In addition, an amendment was executed to carryforward any unobligated balances as of December 31, 2015; likewise these funds will be available through May 31, 2016.
2. All sites have developed a budget and plan for this funding through May 31, 2016. All sites are focusing on refresher training (much less expensive) for previously trained practitioners. This will encourage those practitioners not providing Triple P to become engaged in delivering Triple P, and participating in peer-to-peer support and submitting data.
3. The Division of Public Health has hired a data specialist to assist sites with data collection and reporting.
4. Beginning June 1, 2016, the RTT-ELC-funded sites will be supported by Title V funding.

**Challenges:**

1. Establishing and maintaining local peer-to-peer support groups.
2. Re-affirming the MOU's with agencies regarding peer-to-peer support groups, delivering Triple P, and submitting state data.
3. Setting up refresher seminars for trained providers who are hesitant to provide the service, or who are not engaged in peer-to-peer support networks.

Upcoming Tasks:

- NC Triple P State Coordinator will be making site visits in the second quarter of 2016.
- Given that RTT-ELC-funded sites will receive base-funding (ongoing support via Title V funding), all sites will be grouped into three major clusters. A lead county will be identified for each cluster. The lead county is responsible for continued implementation and maintenance of Triple P across the region. Activities for the lead counties include:
 - Hiring two FTE to support the work in each cluster, By June 30, 2016.
 - Developing MOU's with the partner counties in the cluster by June 30, 2016.
 - Developing an implementation plan and budget for the cluster, by August 31, 2016.

Project 18: Partnership Initiatives – The North Carolina Partnership for Children, Inc. (NCPC)

Description: *This Project will support six strategies that will be implemented through the statewide network of local partnerships established by Smart Start.*

Activity 18.5: Child Care Health Consultants (CCHC)

Description: Child Care Health Consultants support child care programs in promoting children's health and development. This Activity will strengthen statewide capacity by establishing a regional health consultant coaching model. It will also provide additional health consultants in the Transformation Zone counties.

Key Accomplishments:

- The Chowan and Bertie CCHCs continue to provide Health and Safety coaching and consultation to selected child care providers. Child care providers are selected for service based on County Implementation Team recommendations, through collaboration with other technical assistance providers, or by requests from individual child care providers.
- The RTT funded CCHC that served Beaufort and Hyde counties recently resigned from her position at the beginning of March. The Beaufort/Hyde Partnership for Children has informed NCPC that they will not be rehiring the position. Beaufort/Hyde Partnership for Children is working with NCPC to explore ways to maintain service continuity through their other non-RTT funded CCHC position. Until then, CCHC services will be offered to currently supported RTT child care facilities on an as needed basis. Ocracoke Pre-K, which is set to open soon and a new Ocracoke Child Care Home provider are identified as top priority.
- CCHCs continue to promote healthy lifestyles as part of their consultation and coaching. CCHCs in the Transformation Zone and the Western Regional CCHC coach are active partners with Be Active Kids and Shape NC.



- State partners (NCPC, DCDEE, and DPH) continue to meet to discuss ways of sustaining community CCHC positions and the infrastructure supported through the RTT-ELC grant. These include local and state funding strategies. At the March meeting we agreed to take the following action steps:
 - DPH will be submitting a proposal to create a partnership between DPH and the Community College in supporting/promoting a Community College Nurse Student Internship program.
 - NCPC will create a potential local funder list and package it along with the CCHC 1-pager and support letter template to distribute to the Smart Start local partnership network.
 - Other local funding options for exploration:
 - NCPC to contact DPH to determine if CCHC services is an available selection for local health departments to utilize Title V funding.
 - NCPC to explore what could be shared with the County Commissioner Association.
 - State funding exploration:
 - NCPC to explore the following funding opportunities: tribal funding for health services, the NFL 360 grant program, and the Western NC Funders Collaborative and the Hospital Association.
 - DPH to explore: Vidant Hospitals for possible Eastern NC funding and KBR Charitable Trust.
- NCPC is working with the Resource Center to update and revise the current CCHC Model (practice model). The Resource Center administered a survey of CCHCs and administrators in February-March asking for feedback on the CCHC Model, suggested areas of improvement, and ease of use. In recent conversations, it was decided to invite the CCHC Association into the CCHC Model revision conversation. The CCHC Association is currently revising their Professional Practice Statement for CCHCs and there is potential to explore what it would look like to better align the two documents.
- NCPC, DPH, and the Resource Center continue to facilitate a Hiring Agency Orientation Manual workgroup meeting with CCHCs, CCHC supervisors, and funders from five counties. The group has drafted best practice guidance for a Hiring Agency's selection and training of a CCHC. The next meeting is scheduled for May 12, 2016.
- NCPC, DPH, the CCHC Association, the Resource Center, and other TA providers continue to support the NC Institute for Child Development Professionals in the development a CCHC Certification process. The CCHC Certification pilot was opened March 4, 2016.
- The Regional CCHC Coaches continue to provide coaching and technical assistance to CCHCs statewide. Regional Coaches:
 - continue to be integral to the roll out of the CCHC Model, Coaching Module, and NC Health and Safety Assessment (NC HSA) APP.
 - are a conduit for receiving information related to successes and barriers in the field.
 - fill the role of not only coaches, but also consultants for health and safety questions CCHCs have.



- are providing a continuing a webinar series to discuss updates to the coaching materials/module.
 - are frequently asked to fill the role of trainer for new and seasoned CCHCs.
 - are critical voices in ongoing continuous quality improvement discussions, to include most recently looking at revisions to the CCHC model.
- The NC Child Care Nurse Consultant also provides ongoing technical assistance to the CCHC network and works collaboratively with NCPC and the Regional Coaches.

Challenges:

- The CCHCs in the Transformation Zone and the Regional CCHC Coaches have noted that there is often resistance from child care providers to engage in services, some due to the daily demands of the job, but in other cases because it is a voluntary service rather than a mandated one.
- Not having a full-time Resource Center Project Coordinator supporting the work and coaches. The former Project Coordinator is assisting in a part-time basis. Recruitment for a new Coordinator is underway.

Upcoming Tasks:

- CCHC Model revisions.

Activity 18.6: Assuring Better Child Development (ABCD)

Description: This activity will expand statewide the ABCD program through which young children are screened at pediatric visits.

Key Accomplishments:

- Six lead local partnerships serving 8 Community Care of North Carolina (CCNC) Network regions were granted no-cost extensions for 2016 that are continuing to provide ABCD services in the regions they serve.
- Technical assistance to ABCD coordinators continues as needed. Coordinators make great use of the monthly TA phone calls, sharing successes, discussing challenges, and exchanging information.
- A grant proposal for NC TraCS was completed through collaboration between RTI, Frank Porter Graham, and NCPC and submitted mid-February. Award notifications will be made mid to late May 2016.
- The ABCD evaluator completed the Year 3 data report for the project and the report is being finalized. Some high-level findings from July 1, 2013-December 31, 2015 are:
 - ABCD coordinators served 246 practices and 1,345 providers.
 - ABCD coordinators have conducted 5,431 technical assistance sessions via email, phone, or Skype and provided 565 onsite training sessions, and made 643 visits to practices.
 - Lastly, ABCD coordinators have reviewed 12,724 medical charts of children birth-5 served by participating practices.
- NCPC has secured and executed a contract with Beery Media, LLC to produce the videos for the ABCD Online Training series



- In March 2016, the quarterly ABCD Quality Improvement (QI) meeting and the ABCD State Advisory Committee meetings took place.
 - The QI meeting was well attended in Greensboro, NC. Dr. Marian Earls, Director of Pediatric Programs with CCNC, provided updates on handouts to use with practices, coding and billing for development screens, and a new Practice Transformation Network grant CCNC received that will have indicators to also target development screens. The ABCD coordinators had an open forum at the March QI meeting to discuss training and TA they need to continue supporting practices with various challenges. A training schedule will outline 2016 TA refreshers for the coordinators that target helping the practices. The coordinators shared at the QI meeting they have had continued push-back in some practices regarding M-CHAT screening.
 - A representative from the Division of Public Health's Children and Youth Branch presented information on the Help Line and Parent training group.
 - A data analyst from CCNC, April Purnell, provided an update on ABCD and CCNC data from Medicaid claims.
 - The Advisory Committee meeting was well attended in Raleigh, NC with a variety of stakeholders represented. Updates were provided from Dr. Earls, NCPC, and Part C. The committee took a large section of the meeting to complete a developmental screening landscape grid to understand what programs are completing screening and the regulations around that screening. The focus of the advisory group meeting was how to develop better communication between all stakeholders.
- The ABCD infographic was finalized and sent to the ABCD coordinators, local Smart Start Partnerships, CCNC networks, and other stakeholders along with documentation on marketing guidance.

Challenges:

- Coordination of ABCD projects in multiple stages of grant funding continues to present some challenges in consistency of service delivery.
- Another challenge and opportunity that has come up within the ABCD program is the coordination of developmental screening in a broader sense and the Advisory Group is working to improve this.

Upcoming Tasks:

- Work with contract videographer and video production services company for the online training series, and continue writing in-depth script and outline for each module of the on-line training series.
- Complete Final Evaluation Report by ABCD Evaluator.



Reform Area D: A Great Early Childhood Education Workforce

Project 3: Professional Development Capacity Building

Description: *This Project will improve the performance of Early Childhood caretakers and educators by improving access to training. The Project will also coordinate the creation of the NC Council on Early Childhood Professional Development with a goal of improving the coordination and alignment of professional development.*

Activity 3.1: NC Early Childhood Professional Development Support

Description: Through this Activity, specific professional development needs in the state will be identified and supported.

Key Accomplishments:

- This Activity is completed. NC Early Childhood Professional Development Support funding is being used to support the On-Line Master's Degree Program.

Activity 3.2: On-Line Master's Degree Program

Description: This Activity will create a new online Master's Degree in Early Childhood Program Leadership and Management through NC's higher education system to offer a next step on our professional development pathway for early childhood educators.

Key Accomplishments:

- 169 students are actively enrolled at two universities, UNCG and UNCW.
- Course evaluation data shows high levels of satisfaction and learning in both programs.
- UNCW:
 - During the quarter, January 1-March 31, 2016 UNCW, admitted 9 students for the Summer 2016 semester.
 - Total students taking classes as of March 31st are 116 active students.
 - 18 students completed the new course, the Art and Science of Technical Assistance that was offered in the J-mester (December 15-January 31). Feedback was positive.
 - 36 students are enrolled in the Culminating Project II course, the final course in the program in spring semester (January-May, 2016).
 - Students will complete a research-based study and produce information or a product that will influence and inform the field.
- UNCG:
 - Students from cohort I (N=21) and cohort II (N=22) took classes during the spring 2016 semester.



- All students in cohort I started their leadership internship projects during the start of the spring 2016. Three sections of SES 604 (Final Internship) were provided during the spring semester. The instructors had started work with the students and their projects in December in preparation for the spring semester.
- Students from cohort #1 wrote and submitted their professional portfolio essays by March 7th. Preparations are underway to set up the review teams for the portfolios (two faculty members and one practicing professional) and to set up final defenses for each student.
- All students were successfully advised in March 2016 for summer and fall sessions in 2016.
- Both the Department of Human Development and Family Studies and the Department of Specialized Education Services agreed to move forward with making the Leadership and Program Administration a formal concentration within the Masters of Education program. Formal paperwork to add this concentration was put forward to the UNCG Curriculum Committees in February 2016.
- Applications started being reviewed for the fall cohort of M.Ed. students. Students who pass the initial screening by the committee will be interviewed and the writing sample will be completed in April.
- Presentation to the Federal Project Officers was provided on March 9, 2016 via conference call.

Challenges:

- Students are somewhat concerned about completing their internship project, portfolio requirements, and one additional course. This is a lot of work for students who are also employed full time.

Upcoming Tasks:

- Monitoring students in their internship experiences and the completion of their final portfolios.
- Hold final portfolio defenses in April and provide feedback on essays that need to be rewritten. Students have one opportunity to revise any essays that are not considered 'met' on the essay criteria.
- Participate in the DCDEE fiscal monitoring visit on April 4, 2016.
- Annual review of each graduate student; feedback letters will be sent to students who are continuing in May.
- Complete application review process for the fall M.Ed. cohort.
- Collect evaluation data from Spring 2016 semester.

Project 6: Increase Access to High Quality Early Learning and Development Programs (ELDs) - Division of Child Development and Early Education (DCDEE)

Description: This Project includes four activities to increase child access to high quality early learning and development programs.



Activity 6.4: Workforce Study

Description: This Activity will conduct an annual workforce study of early childhood educators' education, compensation, and retention levels to better identify the strategies needed to improve child access to high quality ELD programs.

Key Accomplishments:

- This project is completed. Workforce studies from 2012 – 2015 are posted to the [“Workforce Study” page of the NC RTT-ELC website.](#)

Project 8: Enhanced Professional Development – Division of Child Development and Early Education (DCDEE)

Description: This Project includes three strategies to enhance NC's professional development.

Activity 8.2: Course on Mentoring and Technical Assistance

Description: This Activity will allow a Coaching, Mentoring, and Technical Assistance Course to be developed for those providing such services to ELD programs and staff.

Key Accomplishments:

- This project is completed. The final report is posted on the [“Course on Mentoring and Technical Assistance” page of the NC RTT-ELC website.](#)

(Repeated) Activity 8.3: Child Care Resource & Referral (CCR&R) Enhancement (see pages 16-17)

Activity 8.4: Healthy, Social Behavior (HSB) Specialist in Transformation Zone

Description: This Activity will provide a Healthy Social Behavior Specialist who will provide technical assistance and training to ELD programs in the Transformation Zone (TZ) to improve program capacity to support the healthy social/emotional development of the children in their care, using the teaching pyramid framework and strategies.

Key Accomplishments:

- This project is completed. The Final Report is posted on the [“Healthy Social Behavior Specialist in the Transformation Zone” page of the NC RTT-ELC website.](#)

Activity 8.6: Pyramid Model Institute

Description: This activity will design and implement a four-day, multi-track training institute on the Center for Social Emotional Foundations for Early Learning's (CSEFEL's) Pyramid Model for early childcare professionals. The institute will improve participants' knowledge of social-emotional competencies in young children and of the Pyramid Model framework of classroom strategies to support pro-social development and address and/or prevent challenging behaviors.

**Key Accomplishments:**

- Identified potential Institute Coordinator.

Challenges:

- None to report this quarter.

Upcoming Tasks:

- Contract with Institute Coordinator.
- Identify venue & catering for Institute and for follow-up TPOT Reliability Certification training for selected participants.
- Work with identified EESLPD, Higher Education, and High School professionals to craft discussions pertinent to their work for 4-day seminars.
- Create participant application and market Institute.
- Determine participant pool from among applicants and issue invitations to selected participants.
- Register participants.
- Order/print required training materials.

Activity 8.7: Blueprint for Professional Development.

Description: Contract with a qualified constituent university to develop a blueprint for implementing a statewide system of evidence-based professional development for NC's early education and care workforce, in support of the CCDF State Plan.

Key Accomplishments:

- Gained necessary approvals to move forward with project.

Challenges:

- None to report this quarter.

Next steps:

- Post RFP and establish contract.

Project 10: Certification and Licensure – Division of Child Development and Early Education (DCDEE)

Description: *Certification and Licensure provides coaching and support to teachers working with children with high needs in non-public school, non-NC Pre-K classrooms who are working to earn the full B-K teacher licensure; develops a Technical Assistance Endorsement for professionals who provide technical assistance, coaching, and mentoring to early childhood teachers; and provides support for Early Educator Certification at a reduced cost for the early care and education workforce.*

Activity 10.1: Support for BK Teacher Licensure

Description: This Activity will provide coaching and support to teachers working with children with high needs in non-public school, non-NC Pre-K classrooms who are working to earn the full B-K teacher licensure (SP2).



- A total of 119 teachers, identified as RTT-BK Project teachers, have a mentor and/or evaluator assigned based on licensure type.
- Teachers, Mentors, and Evaluators enter all data in the North Carolina HomeBase – True north Logic – online evaluation system, used for all teachers by the NC Department of Public Instruction to document the teacher evaluation process.
- Part time RTT-ELC Grant Activity Coordinator position was filled as of February 1, 2016.

Challenges:

- The sub-contracting process continues to be challenging.

Upcoming Tasks:

- Assess accomplishments, processes implements, and needs identified by each university for Activities 1-3.
- Bi-weekly planning meetings between 2 Universities and the State Early Educator Support, Licensure and Professional Development (EESLPD) Office to identify short- & long-term plans for each Activity.

Activity 10.2: Develop and Offer Technical Assistance (TA) Endorsement

Description: This Activity will allow a Technical Assistance Endorsement to be developed for professionals who provide technical assistance, coaching, and mentoring to early childhood teachers.

Key Accomplishments:

- This Activity is completed. The final report will be posted to the “Develop and Offer Technical Assistance Endorsement” page of the NC RTT-ELC website.

Activity 10.3: Offer Early Educator Certification at reduced cost

Description: This Activity will provide reduced fees for Certification to encourage full participation in the system.

Key Accomplishments:

- This project is completed. The final report is posted on the [“Offer Early Educator Certification at Reduced Cost” page on the NC RTT-ELC website.](#)

Project 11: Access and Accreditation – Division of Child Development and Early Education (DCDEE)

Description: *This Project will work with community colleges to establish Early Childhood Associate Degree Programs accredited by the National Association for the Education of Young Children (NAEYC). It also creates an innovation fund to increase access and student success.*

Activity 11.1: NAEYC Accreditation of Community College Early Childhood Programs

Description: This Activity will provide grants to assist community colleges to achieve the National Association for the Education of Young Children’s Early Childhood Associate Degree accreditation.

**Key Accomplishments:**

- This Activity is completed. The final report is posted to the [“Community College Initiatives” page of the NC RTT-ELC website.](#)

Activity 11.2: Community College Innovation Fund

Description: This Activity provides a fund that will support innovative strategies that expand access and improve student success in early childhood associate degree programs.

Key Accomplishments:

- This Activity is completed. The final report is posted to the [“Community College Initiatives” page of the NC RTT-ELC website.](#)

Project 12: Compensation and Retention – Division of Child Development and Early Education (DCDEE)

Description: *This Project will fund the WAGE\$® salary supplement in the 17 counties that were eligible to apply for Transformation Zone status, as well as expanded TEACH scholarships in those 17 counties and additional TEACH scholarships statewide.*

Activity 12.1 WAGE\$ in the Transformation Zone

Description: This Activity allows WAGE\$ supplements to be offered in the Transformation Zone. WAGE\$ is an education based salary supplement designed to incentivize and reward teacher education and retention.

Key Accomplishments:

- 661 participants have received RTT-ELC funds for completing commitment periods during the reporting year (January-December 2015).
- 24 participants did or will receive RTT-ELC funds for completing commitment periods during the reporting period (January-February 2016).
- WAGE\$ competed spending projections to stay informed about the level of funding currently needed.
- WAGE\$ mailed letters to all center directors in counties receiving RTT-ELC funds reminding them which staff members are currently funded on temporary education levels and encouraging their support of professional development.
- WAGE\$ recruited individuals with their Early Educator Certification who had not yet applied to WAGE\$.

Challenges:

- Detailed policies are necessary to facilitate the integration of Smart Start and RTT-ELC funds in two of the eligible counties and ensure that supplementation does not occur.
- Due to the combined funding sources, more oversight is needed for RTT-ELC WAGE\$ than anticipated.
- Based on spending projections, the carry forward funds from 2015 may be necessary to cover the needs of the active participants and the carry forward approval is pending.



Upcoming Tasks:

- Process applications.
- Process increases in education.
- Complete employment confirmations.
- Issue payments.
- Continue recruitment activities.
- Remind participants of funding end date.

Activity 12.2 T.E.A.C.H. Scholarships

Description: This Activity will provide enhanced T.E.A.C.H.® Scholarships in the 17 Transformation Zone-eligible counties, as well as new scholarships for other members of the early childhood workforce (e.g., home visitors, TA/PD providers, coaches, etc.) across the state, and a new Infant Toddler program of study and related scholarship (NCFITC) for teachers working with children birth to 36 months of age.

Key Accomplishments:

- T.E.A.C.H. Scholarships were completed for:
 - Early Care and Education Community Specialists Scholarship,
 - NC Foundation of Infant and Toddler Care Mentor Teacher Scholarship (NC-FITC), and
 - Early Care and Education Enhancement Scholarship in the T-Zone.
 - The final report on these scholarships is posted to the [“Teach Early Childhood Scholarships” page of the NC RTT-ELC website.](#)
- Master’s Degree Scholarship.
 - UNC-Greensboro
 - 43 scholarships awarded to date.
 - 39 participants enrolled for Fall 2015.
 - UNC-Wilmington.
 - 107 scholarships awarded to date.
 - 7 new scholarships awarded for Spring 2016.
 - 82 participants enrolled for Fall 2015.

Challenges:

- A number of scholarship recipients need to be contacted about their plans for spring enrollment and reminded to submit their authorizations prior to the tuitions deadline.

Upcoming Tasks:

- Issue summer 2016 contracts.
- Check in with recipients regarding plans to enroll in summer courses.

Activity 12.2.24: NC Higher Education Articulation Project

Description: Provide technical assistance, training and resources to selected two and four year institutes of higher education to support articulation of early childhood education coursework and degrees.

Key Accomplishments:

- This Activity is completed. The final report is posted to [“T.E.A.C.H. Early Childhood® Scholarships” page of the NC RTT-ELC website.](#)



Project 13: Cultural Competence – Division of Child Development and Early Education (DCDEE)

Description: This Project will work with 100 early care and education teachers/directors and 75 TA providers to develop curriculum (.5 CEU course), training, coaching and assessment tools through an intentional learning process called the Breakthrough Series Collaborative. The goal is to increase the cultural competence of the early childhood workforce who are directly participating in the learning communities, and to extend this learning to the larger ECE workforce through the .5 CEU course that will be delivered through the Child Care Resource and Referral system starting in 2015.

Activity 13.1: Cultural Competence Support

Key Accomplishments:

- Project is completed. The final report is posted to the [“Cultural Competence” page of the NC RTT-ELC website.](#)

Project 14: ECDL (Early Childhood Director Leadership) – Division of Child Development and Early Education (DCDEE)

Description: This Project will develop intensive training for child care administrators to improve their leadership and program management skills.

Activity 14.1: Early Childhood Director Leadership Institute (ECDLI)

Key Accomplishments:

- The Early Childhood Director Leadership Institute (ECDLI) has held all Institutes statewide. The final report for these Institutes is posted to [the “Early Childhood Director Leadership Institute” page of the NC RTT-ELC website.](#)
- Work will continue through December 2016 to adapt the ECDLI training to be able to offer it online, making it more accessible statewide.

Challenges:

- Due to late contract approval, this Activity did not start work this Quarter.

Upcoming Tasks:

- Hire Project Manager upon receipt of extended contract.



Reform Area E: Measuring Outcomes and Progress

Project 2: Data Systems and Management

Description: These projects aim to establish state data systems capable of collecting and integrating high quality data from multiple state agency partners serving children 0-5. The NC ECIDS will focus on the design, development, and implementation of an early childhood data system capable of integrating early childhood data from state agencies serving young children and will link to and align with the longitudinal P-20W (Pre-K to age 20/ workforce) system.

Activity 2.1: NC Early Childhood Integrated Data System (NC ECIDS).

Description: This Activity is focused on developing and implementing an early childhood data system (NC ECIDS).

Activity 2.1: NC ECIDS.

Description: This Activity is focused on developing and implementing an early childhood data system (NC ECIDS).

Key Accomplishments:

- The Executive Committee and the Program Management Committee of the Governance Council continues to meet on a bimonthly schedule.
- The formatting and content to be covered in the first four standard reports have been reviewed and signed off by the Program Management and Executive Committees.
- The NC ECIDS DIT (Department of Information Technology) staff has continued to work with Atlantic BT, a web development firm to develop the front end and user interface portion of the web portal. This included the first few web pages that will be available to the public. However, after engaging with this vendor, it became clear that the process to transfer the codes and knowledge were not working well, and the group did not have the skills and knowledge to develop what was required for this project. DIT instead reached out to another vendor, Asponte, who seemed to have better credentials in this regard. Asponte has begun to work on a major revision of the web portal based on research and best practice for web portals. This version is more mobile friendly and focused.
- DIT developers worked on the “back end” aspects of the Home Page, Reports Page, and Querying/ or page that allows for report customization.
- DIT continues to hold regular meetings with the technology representatives from the participating programs and agencies to discuss the architecture of the system and the next steps in moving forward in terms of roles and responsibilities.
- The CSDW (DHHS data warehouse) staff have been working with DIT on a weekly basis to get the data views developed, tested and prepared so that data from the DHHS agencies can be accessed via NC ECIDS when the system launches.



- NC ECIDS staff provided more content wording for the web pages and for what messages needed to be included on the Data Request component.
- The amended contract for purchase of eScholar software was signed by NCDPI and eScholar, as well as the MOU between DHHS and DPI.
- NC ECIDS staff are working with DCDEE to set up part-time positions for near-match resolution. Interviewing people for these positions is underway.

Challenges:

- Although the contract with eScholar has finally been completed, access to eScholar and the UID assignment process has been a major barrier. While our data finally have been run through the test environment of eScholar one time, access to production remains elusive. Additionally, because there is not a Shared Level Agreement (SLA) in place that outlines how each project and system will use eScholar which is now a shared service, there are no protocols in place for how to proceed. Several meetings between and among DIT, NCDPI business and IT staff (including the Superintendent of Public Instruction), and NC ECIDS and the RTT-ELC Grant Management team have been held to try and remove some of these barriers and prevent further delays. We will continue to work on resolving technical and business barriers. This will cause more delay in assigning UIDs, completing near match resolution, and completing NC ECIDS.
- Work on alignment with P-20W is on hold, because P-20W is dealing with their own delays and barriers in getting the system up and running and cannot focus on integrating the two systems currently. Therefore, instead NC ECIDS is focused on getting our data into and processed by eScholar, the near match resolution of UIDs completed, and data available to develop standard reports. Compatibility of these systems will need to be addressed at a later time when the staff of P-20W have the availability and resources to start the discussion up again.
- A Purchase Order is needed to start the work of obtaining Head Start data for NC ECIDS. However, due to extreme delays in the paperwork through DHHS, this work has been halted. The process was started in December, and to date, we are still waiting on it working its way through the different channels at DHHS to be approved to move forward to DIT before any paperwork can be sent out to the vendor to sign.

Upcoming Tasks:

- Continue to hold Executive and Program Management Committee meetings to be able to make policy decisions about the system and approve key documents.
- Continue to attend meetings with P20W to ensure that our systems can be aligned once they are built.
- Continue the refinement and development of the NC ECIDS application, including the building of the web portal.
- Consider the development of a Child Services/Advocates Stakeholders group to provide input to possible program and policy questions, feedback on the web portal and standard and query reports, and other relevant aspects of the NC ECIDS system.



- Work with NC RTT-ELC Project Manager to consider communication and messaging for NC ECIDS to coincide with the first release. We likely will want only “soft release,” with messages tailored to specific audiences who might have an interest in NC ECIDS.
- Continue to work with source system data warehouse personnel on technology needed to connect the warehouses to the NC ECIDS application.
- Continue to conduct test runs of the UID process through eScholar working with NCDPI to schedule the tests to ensure that the data are successfully pulled from the source data systems, assigned UIDs, and put back into the source data systems with UIDs assigned.
- Begin running the 14-15 school year data through production and assignment of UIDs to children who were enrolled in the participating programs during the 14-15 year.
- Begin running additional data years (13-14, and ideally even previous years) through the eScholar production environment to assign UIDs.
- Continue to work on getting a Purchase Order out to ChildPlus, a Head Start national vendor, to start the work needed to export an annual data file of Head Start and Early Head Start data.
- Work on drafting positions for staffing for the ongoing work of NC ECIDS after the grant ends.

Activity 2.2: Smart Start Data Project

Description: This Activity will enable North Carolina Partnership for Children (NCPC) to provide resources necessary for the 76 local Smart Start partnerships to collect and provide data to a unified system that will ultimately link to ECIDS.

Key Accomplishments:

Smart Start Outcomes and Data Reporting System

- Partnerships have been successful inputting quarterly outputs and semi-annual outcomes data to the system.
- Training webinars, written instructions, and technical assistance (provided both before and after the system launch) have been developed and offered to the local partnerships.
- Recommendations for minor changes to outcomes and measures were made by the Data Advisory Group for FY2016-2017 and have been incorporated into the new activity management system. Outputs changes have been incorporated as well.
- Revised outputs and outcomes support documents have been shared with partnerships. Revision to the Outcomes Measurement Tools Resource Guide will be published as well.
- Enhancements to the data collection and outputs and outcomes reports are ongoing.

ECIDS Data Governance

- A system of documents to govern data sharing for Parents as Teacher’s data is in development in collaboration with the ECIDS team and with the National Parents (PAT) as Teachers office. Modifications to the PAT software may be needed for indicating signed data sharing consent has been obtained.
- The NCPC data sharing details for PAT and subsidy data are being finalized with the ECIDS team.

Data Capacity Building



- The final (Round 3) data capacity building mini grants were awarded to 15 partnerships and contracts have been and put in place.
- Contractors were selected for the Data Management, Governance and Stewardship capacity building and their contracts are processed. Initial draft e-learning training modules for one of the projects have been developed and are currently under review.

Challenges: None to report this quarter.

Upcoming Tasks:

- The governance data sharing documentation for PAT data is to be finalized.
- A detailed work plan for NCPC data sharing will be finalized.
- Technical assistance to partnerships regarding outcomes and measure is ongoing.
- Plans for sharing information about data capacities built through mini-grants are in development. Additional written guidance for: measurement calculation, using measures, accessing purveyor support for measures and other needs is ongoing.
- More e-learning training modules will be developed.

Activity 2.3: Workforce Data Project (WORKS)

Description: This Activity will establish an improved early childhood workforce data system, WORKS, that will replace the current system, and, in addition, link to the NC ECIDS.

Key Accomplishments:

- Awarded contract for design, development, and implementation to UNC Emergency Medical Services Performance Improvement Center (EMSPIC).
- Held initial project planning sessions with EMSPIC.
- Provided an updated project budget to the RTT-ELC Grant Management Team based on the executed contract and updated project schedule.
- Conducted meeting with users to elaborate prototypes and document epics and user stories in JIRA (software).
- Received initial design documents (milestone one) including draft high level architecture diagrams; draft and partial logical data model; and NCID SAMLv2 Authentication diagram (Security Assertion Markup Language).
- Executed tasks to set up infrastructure for development and test environments.

Challenges:

- There are concerns over the integrity of the workforce data stored by the legacy system ECW. The WORKS project team is working with the DCDEE business staff to identify impact and mitigation steps that can be taken if needed; including clean-up of data in the ECW prior to the scheduled data conversion/migration.
- UNC Office of Sponsored Research did not set up the account for EMSPIC from which they may draw down funds needed to acquire project tools such as the initial hardware and software procurement, including blade servers and Red Hat Enterprise Application Platform and JIRA



licenses. This impacted EMSPIC's completing milestone 1 as scheduled (2/24/16); and resulted in server environments not being available for sprint 1 development or testing.

- State Department of Information Technology use of SAML as the security protocol for the NCID integration is identified as a new process for the State and may impact the design and implementation for WORKS.
- The technical support staff for the legacy systems (interfaces and system being replaced) may not be available when needed to work with the WORKS project team due to priorities with competing projects.

Upcoming Tasks:

- Continue to prototype functional requirements; and make progress with efforts to draft user stories and test cases.
- Set up of test, stage and beta server environments.
- Complete Contract Milestone 1: Project kick off.
- Continue Agile Sprint ceremonies and/or sessions for sprint 2 through sprint 6 of 10 sprints.

(Repeated) Activity 15.1: Develop/revise K-3 Assessment to include a Kindergarten Entry Assessment and extend through third grade (see page 19-20).

(Repeated) Activity 15.2: Using Data to Improve Classroom Instruction (see page 20).



NORTH CAROLINA RACE TO THE TOP- EARLY LEARNING CHALLENGE TRANSFORMATION ZONE

The Transformation Zone is a system building initiative that includes a set of four counties (Beaufort, Chowan, Bertie and Hyde Counties) in Northeastern NC and representation from key human service state agencies working with young children. Working with the local and state teams, the effort emphasizes community infrastructure and capacity building around implementation science to support high quality implementation of selected evidence-based/informed strategies to improve outcomes for young children.

This report extracts the related Transformation Zone projects from the existing quarterly report and consolidates information to present the Transformation Zone as an initiative and provide a more holistic perspective of the Transformation Zone work. The various projects are coupled according to their strategy focus, including: Transformation Zone Support and Capacity Building activities, Child Care Strategies, Family Strengthening Strategies, Early Literacy Strategies, and the Transformation Zone Evaluation. A diagram depicting each strategy by implementation phase is also included to present information using the Applied Implementation Frameworks.

Transformation Zone Support and Capacity Building (Activities 1.2 and 18.2)

Description: These activities emphasize work with the local and state teams to enhance community infrastructure and capacity building around implementation science to support high quality implementation of selected evidence-based/informed strategies to improve outcomes for young children in the Transformation Zone.

Activity 1.2: Transformation Zone Support and Capacity Building (National Implementation Research Network)

Description: The Transformation Zone is a system building initiative that includes a set of four counties (Beaufort, Chowan, Bertie and Hyde Counties) in Northeastern NC and representation from key human service state agencies working with young children. Working with the local and state teams, the effort emphasizes community infrastructure and capacity building around implementation science to support high quality implementation of selected evidence-based/informed strategies to improve outcomes for young children in the Transformation Zone (TZ).



Key Accomplishments:

- State-level:
 - Funder & Grant Administration work:
 - NIRN continues to support *NC Partnership for Children* in their efforts to expand organizational capacity to use Implementation Science best practices internally and with Local Partnerships for Children.
 - NIRN supports NCPC staff in convening, preparing and facilitating a small implementation team comprised of NCPC staff. This team met several times in the quarter to review unit responsibilities, identify overlaps and gaps, and identify opportunities to enhance NCPC implementation capacity. This Team was developed following our work with NCPC leadership in 2015.
 - The NCPC implementation team has communicated priorities and recommendations up to NCPC leaders who are considering them in light of other organizational priorities. These recommendations included regular time for the Implementation Team Facilitator to present recommendations to and receive feedback from NCPC Leadership.
 - NIRN provided intensive coaching in Implementation Science and change agent skills to the NCPC Coach Coordinator, so that she may support local Implementation Coaches in their knowledge and skill development. NIRN staff met weekly with Coach Coordinator during the first quarter as well as providing coaching as needed in response to emergent opportunities and challenges. This will continue through 2016.
 - *Evaluation Team*: NIRN continues to join Evaluation Team meetings on a bi-weekly basis to provide feedback to Evaluation Team and receive updates.
 - Purveyor work:
 - NIRN facilitated a meeting of Family Connects Staff with the county implementation coaches and Coach Coordinators to discuss improvements to data sharing with the county implementation and leadership teams. This helped coaches understand what Family Connects can provide, get an update on the progress of the programming the TZ and discuss options for increasing Leadership Team awareness of and support for Family Connects going forward. The latter is a priority for Family Connects given the end of funding December 31, 2016.
- County-level:
 - NIRN technical assistance is aligned with technical assistance plans developed in the fourth quarter of 2015. County level support during the first quarter of 2016 was responsive to emergent coach and team needs and was largely virtual, reflecting the reduced level of involvement envisioned in the grant.
 - For Bertie Co. technical assistance focused on planning for the development of a child identification plan linked to the Leadership Team's goal of increasing family awareness of and enrollment in available services.
 - For Chowan Co. support focused on supporting the Coach to manage overlapping and complementary program opportunities to maximize their impact for young children and families.
 - For Beaufort Co. support for the coach to most effectively support the multiple committees that are evolving out of the Leadership Team's strategic plan.



- In Hyde Co. technical assistance focused on support for the Coach to engage and prepare new implementation team members to successfully participate.
- Support for self-assessment and improvement included;
 - Per the 2016 Technical Assistance plan County, Capacity Assessments are scheduled for mid-2016 in Bertie and Chowan.

Challenges:

- State-level:
 - Funder work: No challenges identified to work with NCPC at this time.
 - Purveyor work: At this Implementation Stage, purveyor work is limited. No challenges identified at this time.
- County-level:
 - NIRN Support: Ensuring support focused on local leadership of and response to challenges, e.g. transitioning out of a more active technical assistance role, per NIRN's 2016 plan.
 - Cross-agency Coordination: Coordinating and aligning (where possible) technical assistance efforts across NIRN, NCPC and Able Change remains a priority. In the first quarter of 2016 this was not as challenging as in past.

Activity 18.2: Transformation Zone Implementation Team (North Carolina Partnership for Children)

Description: This Activity will provide the local community-building and support needed to effectively implement high-quality programs and practices in the Transformation Zone.

Key Accomplishments:

- Implementation and Systems Level Work: A key focus for this quarter has been around sustainability planning discussions at both the local and state level. A key accomplishment.
 - Technical Assistance Planning – Through a highly collaborative planning process, NCPC, NIRN, ABLe, and the county teams have developed a multilayered technical assistance plan that is unique for each county for 2016. Implementation of various components of those plans has begun. To ensure maximum effectiveness and efficiency of the coordination and implementation of the developed plan, coordination calls between NCPC, NIRN, and ABLe have continued monthly.
 - Data- As county teams have become more focused on sustainability of programs and other Transformation Zone efforts, data discussions have become more prevalent within meeting agenda items. Strategy related data has been used by some teams to problem solve at a strategy level in an effort salvage strategy efforts in some instances while increasingly working to improve efforts associated with other strategies in other instances. Hence, data is being used to identify gaps and to work collaboratively to address them. At other times data is being used to determine strategy fit for a county and whether there is a need to sustain a strategy beyond the life of the grant. In some counties, data sharing is occurring between some agencies represented on the county teams in an effort to identify and plan for needs within the counties while some counties are sharing data in an effort to prepare for future funding requests. Additionally, system scan data is still being collected in some counties, while in one county the results of the



system scan has taken an active role in the counties strategic plan. Both NIRN and ABLe plan to continue to encourage the effective use of data as technical assistance is provided to counties in this final year of the grant.

- Stakeholder Engagement- Several counties have expanded stakeholder engagement during this quarter, though in diverse ways. Beaufort has commissioned a literacy task force and a housing and homeless task force, which has provided an opportunity to engage some stakeholders who have not been engaged in the TZ work in the past. In Chowan, new stakeholders have joined the leadership team. In addition, as an action from the visioning work that started last fall, a parent group was started this quarter. In Hyde, stakeholder engagement was broadened with the expansion of both the implementation team and the leadership team. Additionally, as an action from the visioning work that started in the fall, an action team was started.
- Policy-Practice Feedback Loops- The efforts around two way communication between the state and county partners that was initiated last quarter continued in this quarter. Leadership teams provided feedback that was combined with the feedback collected during the December 2nd meeting/conference call between NCPC and some county stakeholders. Summaries of the responses were created and shared with the State Leadership Team at their February meeting.
- Sustainability Efforts- NCPC has provided the county conveners with the elements to consider when planning for sustainability as strategic plans with sustainability elements are due to NCPC in September. The elements to consider are: systems building (including community systems scan, visioning, strategic planning and ongoing action-oriented team work); implementation science; cross sector infrastructure; critical programs; and community wide focus on school readiness. Discussions around one or more of the elements have occurred on a regular basis at monthly leadership team meetings in each county.
- Communications: The NCPC Communications Team completed a full plan for TA to all counties. This included working with NIRN and ABLe Change to coordinate trainings, as well as participating in individual planning calls with each county to ensure TA aligned with needs of leadership. With the TA plan in place, early planning has already begun including collateral development for Beaufort County, a communications and messaging audit for Chowan, and a focus group session with Bertie.

Challenges: None to report this quarter.

Upcoming Task:

- Implement various components of the technical assistance plans
- Develop core messaging portfolios for Bertie and Beaufort.
- Develop public awareness campaign for Chowan.
- Create and conduct trainings for all counties.

Child Care Strategies

4 -5 Star Infant Toddler Slots in the Transformation Zone (Activity 6.2)

Description: This Activity will create more subsidized Infant/Toddler slots in 4 and 5 star programs in the Transformation Zone with support from an Infant-Toddler Specialist.

**Key Accomplishments:**

- The Project “Infant-Toddler Expansion in the Transformation Zone” is completed. The final report is posted on the [“High Quality \(4 – 5 Star\) Infant and Toddler Programs in the Transformation Zone” page on the NC RTT-ELC website.](#)

Part Day Infant Toddler Program in Transformation Zone (NC Babies First/NCB1 - Activity 6.3)

Description: This Activity will create a high-quality part day program for high need infants and toddlers in the Transformation Zone with support from an Infant-Toddler Specialist.

Key Accomplishments:

- Beaufort County: 37 attending at end of month (all double slot; 3 receiving transportation).
- Presented an update to the Beaufort County Implementation Team at their March meeting.

Challenges: None to report this quarter.

Upcoming Tasks:

- Provide TA support to current NCB1 sites. Continue ITTERS-R mock assessments of classrooms to ensure ongoing quality of care.
- Organize Admin Community of Practice.
- Work with 2015 added programs on continuing to implement CC GOLD and Parent Involvement pieces.

Healthy, Social Behavior (HSB) Specialist in Transformation Zone (Activity 8.4)

Description: This Activity will provide a Healthy Social Behavior Specialist who will provide technical assistance and training to ELD programs in the Transformation Zone (TZ) to improve program capacity to support the healthy social/emotional development of the children in their care, using the teaching pyramid framework and strategies.

Key Accomplishments:

- This project is completed. The Final Report is posted on the [“Healthy Social Behavior Specialist in the Transformation Zone” page of the NC RTT-ELC website.](#)

Child Care Health Consultants (CCHC - Activity 18.5)

Description: Child Care Health Consultants support child care programs in promoting children’s health and development. This Activity will strengthen statewide capacity by establishing a regional health consultant coaching model. It will also provide additional health consultants in the Transformation Zone counties.

Key Accomplishments:

- The Chowan and Bertie CCHCs continue to provide Health and Safety coaching and consultation to selected child care providers. Child care providers are selected for service based on County



Implementation Team recommendations, through collaboration with other technical assistance providers, or by requests from individual child care providers.

- The RTT funded CCHC that served Beaufort and Hyde counties recently resigned from her position at the beginning of March. The Beaufort/Hyde Partnership for Children has informed NCPC that they will not be rehiring the position. Beaufort/Hyde Partnership for Children is working with NCPC to explore ways to maintain service continuity through their other non-RTT funded CCHC position. Until then, CCHC services will be offered to currently supported RTT child care facilities on an as needed basis. Ocracoke Pre-K, which is set to open soon and a new Ocracoke Child Care Home provider are identified as top priority.
- CCHCs continue to promote healthy lifestyles as part of their consultation and coaching. CCHCs in the Transformation Zone and the Western Regional CCHC coach are active partners with BE Active Kids and Shape NC.
- State partners (NCPC, DCDEE, and DPH) continue to meet to discuss ways of sustaining community CCHC positions and the infrastructure supported through the RTT-ELC grant. These include local and state funding strategies. At the March meeting we agreed to take the following action steps:
 - DPH will be submitting a proposal to create a partnership between DPH and the Community College in supporting/promoting a Community College Nurse Student Internship program.
 - NCPC will create a potential local funder list and package it along with the CCHC 1-pager and support letter template to distribute to the Smart Start local partnership network.
 - Other local funding options for exploration:
 - NCPC to contact DPH to determine if CCHC services is an available selection for local health departments to utilize Title V funding.
 - NCPC to explore what could be shared with the County Commissioner Association.
 - State funding exploration:
 - NCPC to explore the following funding opportunities: tribal funding for health services, the NFL 360 grant program, and the Western NC Funders Collaborative and the Hospital Association.
 - DPH to explore: Vidant Hospitals for possible Eastern NC funding and KBR Charitable Trust.
- NCPC is working with the Resource Center to update and revise the current CCHC Model (practice model). The Resource Center administered a survey of CCHCs and administrators in February-March asking for feedback on the CCHC Model, suggested areas of improvement, and ease of use. In recent conversations, it was decided to invite the CCHC Association into the CCHC Model revision conversation. The CCHC Association is currently revising their Professional Practice Statement for CCHCs and there is potential to explore what it would look like to better align the two documents.
- NCPC, DPH, and the Resource Center continue to facilitate a Hiring Agency Orientation Manual workgroup meeting with CCHCs, CCHC supervisors, and funders from five counties. The group



has drafted best practice guidance for a Hiring Agency's selection and training of a CCHC. The next meeting is scheduled for May 12, 2016.

- NCPC, DPH, the CCHC Association, the Resource Center, and other TA providers continue to support the NC Institute for Child Development Professionals in the development a CCHC Certification process. The CCHC Certification pilot was opened March 4, 2016.
- The Regional CCHC Coaches continue to provide coaching and technical assistance to CCHCs statewide. Regional Coaches:
 - Continue to be integral to the roll out of the CCHC Model, Coaching Module, and NC Health and Safety Assessment (NC HSA) APP.
 - Are a conduit for receiving information related to successes and barriers in the field.
 - Fill the role of not only coaches, but also consultants for health and safety questions CCHCs have.
 - Are providing a continuing a webinar series to discuss updates to the coaching materials/module.
 - Are frequently asked to fill the role of trainer for new and seasoned CCHCs.
 - Are critical voices in ongoing continuous quality improvement discussions, to include most recently looking at revisions to the CCHC model.
- The NC Child Care Nurse Consultant also provides ongoing technical assistance to the CCHC network and works collaboratively with NCPC and the Regional Coaches.

Challenges:

- The CCHCs in the Transformation Zone and the Regional CCHC Coaches have noted that there is often resistance from child care providers to engage in services, some due to the daily demands of the job, but in other cases because it is a voluntary service rather than a mandated one.
- Not having a full-time Resource Center Project Coordinator supporting the work and coaches. The former Project Coordinator is assisting in a part-time basis. Recruitment for a new Coordinator is underway.

Upcoming Tasks:

- CCHC Model revisions.

Family Strengthening Strategies

Activity 17.1: Family Connects

Description: This Activity will provide home visiting, screening, referral, and other services in the Transformation Zone (TZ).

Key Accomplishments:

- Contracts for implementation of Family Connects with Albemarle Regional Health Services, Beaufort County Health Departments and Hyde County Health Department were renewed for June 1 – December 31, 2016.



- The TA contract with Center for Child and Family Health, for Family Connects purveyor support was renewed for January 1 – December 31, 2016, which includes an evaluation project with the Center for Child and Family Policy.

**Family Connects Northeast Region, North Carolina:
Monthly and Quarterly Activities Report**

Table 1. Quarterly Population Report / Scheduling Report – Overall and by County

Birth month 2016	Total eligible births by county residence (N)	Total eligible births scheduled for home visit (N)	Scheduled in hospital (N)	Scheduled by telephone/other* (N)
January	48	35	4	31
Beaufort	25	19	4	15
Bertie	11	8	-	8
Chowan	11	8	-	8
Hyde	1	0	-	-
February	54	43	7	36
Beaufort	23	19	6	13
Bertie	13	12	-	12
Chowan	9	4	-	4
Hyde	9	8	1	7
March	37	35	7	28
Beaufort	20	19	7	12
Bertie	8	7	-	7
Chowan	8	8	-	8
Hyde	1	1	-	1
Total for Quarter	139	113	18	95
Beaufort	68	57	17	40
Bertie	32	27	-	27
Chowan	28	20	-	20
Hyde	11	9	1	8

* Includes scheduling contacts that fall under "other": website, self-referral by phone, etc.



Table 2. Quarterly Activities Report – Overall and by Month

Birth Month	Total pre-IHV Home Visits Completed (N)	Total IHVs Completed (N)	Total post-IHV Home Visits Completed (N)	#IHVs with ≥ 1 Referral (N)	Total # Referrals Made (N)
2016					
January	14	37	6	19	42
Beaufort	14	18	4	14	31
Bertie	-	8	-	1	1
Chowan	-	9	1	5	6
Hyde	-	2	1	1	4
February	11	31	16	20	55
Beaufort	9	15	12	13	36
Bertie	-	7	-	2	2
Chowan	-	5	1	2	7
Hyde	2	4	3	3	10
March	10	40	14	19	40
Beaufort	9	20	6	11	25
Bertie	1	12	3	3	4
Chowan	-	4	2	3	8
Hyde	-	4	3	2	3
Total for Quarter	35	108	45	60	137
Beaufort	32	53	22	38	92
Bertie	1	27	9	6	7
Chowan	-	18	7	10	21
Hyde	2	10	7	6	17

Table 3. Post-Visit Contacts – Quarterly Summary

Quarter	# PVC Cases Assigned in Quarter (N)	# PVC Calls Completed in Quarter (N)	# Referral Outcomes Assessed (N)	% Referrals Contacted	% Referrals with Services Received
1st Quarter, 2016	176	76	167	122 91%	115 86%

Table 4. Most Frequent Nurse Referrals to Services/Resources*



County	Agency	Count
Beaufort	Pediatrician	12
	OBGYN	9
	Beaufort County Health Department	8
	Coastal Pregnancy Center	7
	Beaufort County Department of Social Services	7
	WIC (Women, Infants & Children)	5
	Care Coordination 4 Children (CC4C)	5
	Specialist	3
	Quitline NC	2
	Child Care Resource & Referral	2
	Beaufort/Hyde Partnership for Children	2
	Easter Seals UCP (CPP for Beaufort & Hyde Co.)	2
	ECU Family Practice	2
	Tideland Psychiatric Services (Washington)	2
	Children's Developmental Services Agency	2
Bertie	OBGYN	4
	Bertie County Job Links	1
	Pediatrician	1
	Port Human Services	1
Chowan	OBGYN	7



County	Agency	Count
	Pediatrician	2
	Chowan County Department of Social Services	2
	Albemarle Hopeline	2
	Care Coordination 4 Children (CC4C)	2
	Incredible Years program	1
	Lactation consultant at Chowan Hospital	1
	Fire Department	1
	Port Human Services	1
	WIC (Women, Infants & Children)	1
	Parents As Teachers-Beaufort County	1
Hyde	Hyde County Department of Social Services	3
	WIC (Women, Infants & Children)	2
	Hyde County Health Department	2
	OBGYN	2
	The Salvation Army - Beaufort County	1
	Pediatrician	1
	Parents As Teachers-Hyde County	1
	Mobile Crisis	1
	Hyde County Hotline	1
	Coastal Pregnancy Center	1



County	Agency	Count
	Care Coordination 4 Children (CC4C)	1
	Easter Seals UCP (CPP for Beaufort & Hyde Co.)	1

- Beaufort single referrals not listed.
- *Comprehensive list of referrals by county available upon request
- **Agencies ordered by frequency of nurse referrals within county.

Challenges:

- To retain TZ Family Connects staff through the end of the project. Attrition is always anticipated when a grant is ending.
- No parties currently involved in TZ Family Connects have expressed interested in maintaining the program past December 31, 2016 in the Transformation Zone.

Upcoming Tasks:

- Hold a budget meeting with DPH and DCDEE Budget Offices Represented to reconcile invoices and payments for Family Connects services. Family Connects is fully funded through December 31, 2016. It is anticipated that staff will remain until that point.
- DPH and the Center for Child and Family Health call to coordinate reporting and monitoring.
- Develop a close-out process for the Family Connects grant project, ending December 31, 2016.

Activity 17.2: Positive Parenting Program (Triple P)

Description: The Triple P Program, an evidence based family strengthening program, is designed to meet the needs of families with many programs and options available to them. Triple P will be working with the Transformation Zone to develop programming.

Key Accomplishments:

- The no-cost extension for Triple P has been approved, providing carryforward funding until May 31, 2016. The January-May Agreement Addenda has been executed to extend serviced to May 31, 2016. In addition, an amendment was executed to carryforward any unobligated balances as of December 31, 2015; likewise these funds will be available through May 31, 2016.
- All sites have developed a budget and plan for this funding through May 31, 2016. All sites are focusing on refresher training (much less expensive) for previously trained practitioners. This will encourage those practitioners not providing Triple P to become engaged in delivering Triple P, and participating in peer-to-peer support and submitting data.
- The Division of Public Health has hired a data specialist to assist sites with data collection and reporting.
- Beginning June 1, 2016, the RTT-ELC-funded sites will be supported by Title V funding.



Challenges:

- Establishing and maintaining local peer-to-peer support groups.
- Re-affirming the MOU's with agencies regarding peer-to-peer support groups, delivering Triple P, and submitting state data.
- Setting up refresher seminars for trained providers who are hesitant to provide the service, or who are not engaged in peer-to-peer support networks.

Upcoming Tasks:

- NC Triple P State Coordinator will be making site visits in the second quarter of 2016.
- Given that RTT-ELC-funded sites will receive base-funding (ongoing support via Title V funding), all sites will be grouped into three major clusters. A lead county will be identified for each cluster. The lead county is responsible for continued implementation and maintenance of Triple P across the region. Activities for the lead counties include:
 - Hiring two FTE to support the work in each cluster, By June 30, 2016.
 - Developing MOU's with the partner counties in the cluster by June 30, 2016.
 - Developing an implementation plan and budget for the cluster, by August 31, 2016.

Early Literacy Strategies

Transformation Zone Early Literacy (Activity 18.3)

Description: This Activity will provide strategies (including Motherread and Reach Out and Read) to improve early literacy in the Transformation Zone.

Key Accomplishments:

- NCPC has completed contract documents for full RTT Early Literacy funding to the transformation zone counties for the final year of the grant.
- Counties continue to strategize about how to leverage collaboration with other community partners to message the importance of early literacy:
 - In Chowan, through their community discussions about literacy, they are looking at potential Motherread/Fatheread sites at the local DSS office and a local laundry mat.
 - In Beaufort, they continue to leverage many “touchpoints” with families to offer literacy information and resources. As an example, they have set up literacy rich waiting rooms in family service agencies around the county and have provided family literacy information to the Family Connects nurses to share with new parents.
 - NCPC provided additional information during the February 10, 2016 Reach Out and Read (ROR) Project Coordinator call around early literacy messaging.
- The TZ Early Literacy Coordinators have been sent an invitation to attend the ROR Carolinas and NCPC Smart Start ROR networking lunch in April, which will follow each of the ROR Carolinas Regional Literacy Summits (Hickory 4/11, Greenville 4/12, and Chapel Hill 4/13).
- In-person, cross-county TZ Early Literacy Meetings are held with the Literacy Coordinators, county support staff, literacy purveyors, NCPC, the contracted evaluator, and Transformation Zone Implementation coaches every other month to help support implementation practice and



provide a networking forum. The next scheduled in-person, cross-county meeting is scheduled for May 24, 2016.

- A TZ Cross-County Early Literacy meeting was held on February 18, 2016 in Williamston:
 - Counties provided presentations about current implementation status, recruitment and retention strategies for both families and implementation sites, and innovative ways they are connecting with other community resources to increase program awareness, referrals, and sustainability.
 - Motherread and NCPC discussed Motherread/Fatheread and BABY allowable adaptations and best practices for recruitment and retention of participants.
 - Counties presented current challenges and the larger team provided ideas to try. While challenges continue to be around recruitment and retention of participants, counties are clearly seeing program awareness continue to grow.
- The TZ Early Literacy evaluator will be completing on-site interviews in the TZ counties this spring to help better understand successes and challenges of implementation.
- Each TZ County is actively implementing ROR and Story Exploring.
- Chowan, Bertie, and Beaufort are actively implementing Motherread/Fatheread.
- While each county has identified potential B.A.B.Y. sites, there has been limited implementation success of B.A.B.Y., with series only offered in Beaufort and Chowan.
- Counties continue to look at non-traditional Motherread/Fatheread and B.A.B.Y. implementation sites.
 - In Chowan, they are considering offering a class at a local laundry mat.
 - Bertie is considering adding a nutrition class at the end of their Motherread/Fatheread classes to recruit more families.
 - In Beaufort, they are now offering a B.A.B.Y. class at one of their ROR sites, Washington Pediatrics.
 - Hyde is considering offering information sessions at several preschools to provide parents/caregivers with information on available classes and encourage recruitment.
- Updated output data for Quarter 1 of 2016 will be submitted by the TZ counties on April 15th.

Challenges:

- There is both a challenge and opportunity to work with the TZ counties to determine how to continue occasional cross-county gatherings beyond the RTT grant period as they have built a community of practice. NCPC will be exploring a possible online learning community forum as a means to share information beyond the RTT grant. NCPC will also assess who may be a natural leader within the TZ to coordinate quarterly or bi-annual cross-county networking opportunities.

Upcoming Tasks:

- A new round of Motherread curricula trainings will be held this spring.
- The TZ Early Literacy evaluator will be scheduling on-site visits this spring.



Evaluation

Transformation Zone Evaluation (Activity 1.3)

Description: This Activity provides a comprehensive evaluation of the Transformation Zone Activities.

Key Accomplishments:

- Held regular staff meetings to discuss project activities.
- Facilitated Evaluation work group meetings on 1/19/16, 2/23/16, and 3/14/16.
- Completed data coding and analysis of meetings attended from 9/19/15 to 12/15/15, finalized newsletter, distributed to county coaches, funders, purveyors, local service providers, Evaluation Work Group, Pennie Foster-Fishman, and posted to the AI Hub and RTT-ELC website.
- Presented an evaluation update to RTT-ELC federal project officers and NC grants management team.
- Attended TA planning conference calls with coaches and leaders in all four counties in February.
- Attended county leadership team meetings in all four counties in February.
- Conducted focus groups about sustainability with all four county leadership teams in March.
- Conducted focus group with Bertie implementation team in March.
- Attended TZ meetings: ELC planning, technical assistance planning, state leadership team, TZ coordination, Hyde Action Team, cross-county early literacy and coach team with Family Connects.
- Coded and analyzed data from meetings attended 1/1/16-2/29/16.
- Finalized coding of 15 interviews for case study of literacy strategies and began analysis of data.
- Provided specific feedback to NCPC, NIRN, ABLe and Grants Management about TZ findings.
- Reviewed ABLe Change Network Dropbox, NIRN document files, NC-ELC TZ Sakai site, and other informational documents.
- Monitored TZ Evaluation email account and responded as needed.

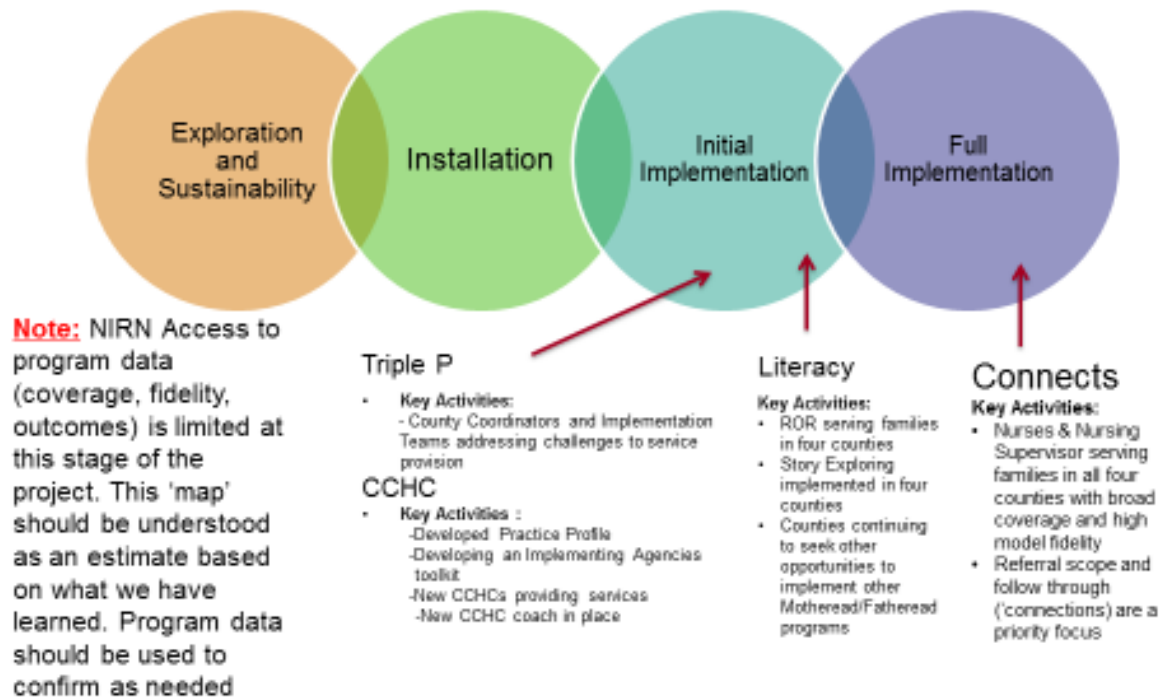
Challenges: None to report this quarter.

Upcoming Tasks:

- Continue attending ELC planning and TZ coordination meetings.
- Draft, finalize and distribute final newsletter of findings from meetings attended 1/1/16-2/29/16.
- Facilitate Evaluation work group meetings on 4/21/16, 5/19/16 and 6/16/16.
- Complete analysis of literacy strategy case study data and write report.
- Conduct remaining focus groups with county implementation teams and write report.
- Interview coaches and state leaders.
- Continue to provide feedback to TZ Evaluation leadership and stakeholders on findings/recommendations.
- Continue document review of ABLe Dropbox, NIRN materials, and NC-ELC TZ Sakai site.
- Continue to monitor TZ Evaluation email account and respond as needed.

Transformation Zone Strategy by Implementation Phase

Implementation Spring 2016



Implementation Continues (Spring 2016)

